



Hildebrando

Leadership in Nearshore IT Services

In a Global World, Partnerships Open the Door to a Go-To-Market

A Hildebrando White paper

By Daniel Tkach

Disintermediation, outsourcing and globalization have changed the buying patterns of companies in many ways. The end user is playing an increasingly important role in the selection process, and a clear trend is emerging toward acquiring solutions instead of products or equipment. Because IT departments are becoming less involved in companies' daily computing operations--which are outsourced to service providers--availability, integration, security and compatibility issues are no longer obstacles to the implementation of a solution. Instead, these factors have become a natural part of the solution planning process and will become requirements for the outside service provider. As a result, buying decisions have been transferred to the company's appropriate line of business, with the IT department playing the role of a trusted advisor.

To sell to end users, firms competing in today's marketplace need to overhaul their Go-To-Market approach. Marketing strategies always start by positioning both the firm and its offerings (products, services and solutions) so that they may be properly perceived by the prospect. When the prospect is an end user, as it frequently the case, the value proposition of the provider's offering is not about the best-of-breed functions and features, but about how the offering solves the user's business problems in the most effective way.

End users are less interested in buying products (some assembly required), and are primarily concerned with implementing solutions that require minimal set up and integration, which allows them to solve their business problems in a shorter period of time. Best-of-breed approaches combining multiple products from different providers are attractive to technical minds, but are often challenged by the budget owners who are looking for the path of least resistance toward achieving a fast return on investment (ROI).

This reality provides interesting challenges to technology vendors, who are geared to deliver products, and now need to package them as solutions to be competitive. To offer solutions, vendors must become experts in understanding the business problems they are solving. They need industry and domain knowledge that goes beyond familiarity with their products. For example, if CRM vendors want sell a customer support solution to a bank, they need to

understand the banking industry's customer processes, and speak the banking lingo to capture the attention of the bank's customer service executives. They may have to adapt their horizontal "one size fits all" approach to product development in order to meet specific industry requirements such as complying with the Patriot Act and providing efficient straight-through processing. In other words, they may need "vertical" or "industry focused" positioning.

Another way to view this is to look at how vertical positioning affects the well-known four "P"s of marketing. It affects the product's features, its pricing, its promotion and its "place," or go-to-market. The first three "P"s can be managed reasonably well with an in-house approach, but the fourth requires interaction with partners outside the company. Partnering is always strategic, but partnering in a vertical context enables speaking a common language with the clients, and fosters a better understanding of their requirements. This understanding is key to competing and winning in today's tough marketplace.

A partnership provides a vendor or services provider with the complementary needs of the go-to-market strategy that have been identified during gap-analysis. Vertical development partners and value added resellers (VARs), for instance, can add an industry application layer on top of the firm's horizontal offering. Vertical consultants and systems integrators (SIs) can speak the industry lingo better than the firm's sales teams, and help the firm approach industry decision-makers without hiring specialists.

Vertical partnering, however, adds a degree of complexity to account control. That is why it should become an integral part of the strategic marketing planning process. "Enterprises that depend on partners to provide value-added services — such as distribution, vertical marketing and sales reach — or to provide localized operations and customer service and support, will find value in adopting a partner relationship management strategy to properly orchestrate their indirect partner relationships to compete effectively," noted Gartner, Inc. analyst Robert P. DeSisto.

Both horizontal and vertical partnering provide the framework to create and offer end-user solutions, where the focus is not a product function, but rather a customer's business process. These processes include not only actions, but also the information associated with the action, and integration with other business processes. Some processes are more dynamic than others; therefore, both the process and the changes need to be understood through interactions with the customer. Because a solutions marketing strategy opens the door to maintaining profitable ongoing relationships with customers, the partnerships developed along the way to create the solution need to be nurtured and properly managed.

Partnering with Hildebrando

Hildebrando Services is a Global Services 100 firm that provides a full range of quality nearshore IT sourcing services. The company has 20-year history as a leading provider of Systems and Application Development, Systems Integration, Captive Center services, Testing Factory, IT Outsourcing (ITO) and Business Process Outsourcing (BPO). The company is ISO 9001:2000 and CMMi-ML5 level certified.

Hildebrando is a strong believer in the value of strategic, long term partnerships in a global economy. The firm is always ready to work with partners with a global scope. These partnerships are based on a shared vision and common objectives, with the goal of establishing successful, long term, strategic relationships based on mutual trust, sustainable competitive advantage, and benefits to both companies. To ensure the success of the partnership, Hildebrando follows a systematic approach that includes the following steps:

- Establishing and documenting the company's strategy and the desired relationship approach with the prospective partner
- Making sure there is a clear understanding between both parties on how the relationship will leverage the resources and core competencies of the individual organizations

- Clearly articulating the value propositions and benefits that will be gained from the relationship
- Defining the way risk will be shared among the partners
- Committing to openness, honesty and complete transparency in the partnership officials for investment incentives programs and grants.

Hildebrando believes that there is an enormous value in establishing a strategic partnership because it increases the number of business opportunities, expands areas of competence and opens the door to a joint Go-to-Market by pooling the strengths of both partners. Furthermore, a global partnership opens up a larger market share for the companies and provides faster access to new markets around the world.

Hildebrando is the leading provider of Captive Center services in the Americas. The firm provides a fast, simple and complete way to setup and run an ITO or BPO Captive Center on behalf of any company that wants to implement an insourcing model at offshore costs. Hildebrando delivers turnkey IT solutions that include teams, facilities, and infrastructure. The company provides guidance and support with federal and state government regulations for requesting investment incentives and government grants.

The value of partnering with Hildebrando derives not only from the firm's technology capabilities and industry knowledge, but also from the advantages of nearshoring. The company has major delivery centers in Mexico which provide companies conducting business in the US with all the advantages of Mexico's proximity to the US, shared time-zone, highly-skilled labor pool, cultural affinity, data and intellectual property protection, government support and cash grants, and NAFTA derived benefits.

Hildebrando always works closely with its clients and partner, developing a mutual trust relationship based on transparency. Contact the company at nearshore@hildebrando.com to find out more about partnership opportunities.

Daniel Tkach is the CEO of PartnersMarket Consulting, LLC, a consulting firm based in Santa Clara, CA. Contact Mr. Tkach at dtkach@partnersmarkets.com

Hildebrando

Leadership in Nearshore IT Services

Locations

USA HQ

5847 San Felipe 17th floor
Houston, Texas, 77057
+1 713 821 1712

Corporate HQ

Reforma 295, Piso 10
Colonia Cuauhtémoc
C.P. 06500
México, DF.
+52 55 5242 0300

US Sales Offices

Houston, TX.

5847 San Felipe 17th floor
Houston, Texas, 77057
+1 713 821 1712

New York City, NY.

845, Third Av.
6th Floor
New York, USA, 10022
+1 646 415 7857

European Sales Office

Spain

Orense No. 12. bis,
1a. Planta
C.P. 28020
Madrid, España.
+34 91 417 67 76

Delivery Centers

Aguascalientes, México

Sierra de las Palomas 101-101,
Colonia Bosques del Prado Sur
C.P. 20130
Aguascalientes, Ags.
+52 449 996 1500

Guadalajara, México

Av López Mateos Sur 2212 Z-20 Centro del software,
Colonia Jardines Plaza del Sol
C.P. 44510
Guadalajara, Jal.
+52 33 3030 7283

México, DF.

Reforma 295, Piso 10
Colonia Cuauhtémoc
C.P. 06500
México, DF.
+52 55 5242 0300

Monterrey, México

Montes Rocallosos 505-804,
Colonia Residencial San Agustín (torre ABA seguros)
Municipio San Pedro García
C.P. 66260
Monterrey, N. L.
+52 81 8363 3602

www.hildebrando.com