OUR BUSINESS & STRATEGY

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DEFINING OUR BUSINESS

WHAT DEFINES US?

- Is Srijan
    - a "Web Content Management" company?
    - a "Drupal" company?
    - a "Product Development" company?
- Hollywood -- is it in the "Movies" business OR is it in the business of "Entertainment"?

WHY IS IT IMPORTANT TO DEFINE WHAT OUR BUSINESS IS?

- Who we define ourselves to be, defines our 'Strategy'
- Strategy
  - is a series of core activities of a company which find a seamless 'fit' together;
  - defines who we are, and who we are not;
  - defines the customers we will work with, and customers we will not work with
  - defines services we will offer and services we will not offer

DEFINING SRIJAN'S BUSINESS

- Srijan business is not about WCM, nor Drupal (nor TYPO3, RoR, Django), nor Media solutions

- Media solutions, Drupal and WCM are only Product/Service offerings Srijan has to "serve its customers"

- Our focus currently is on working with clients with "online businesses"; but we must not limit ourselves to this either

- Our products and services will change and evolve over time

- Tomorrow, we might be solving *Big Data problems* which would be a result of *offline retail stores*

DEFINING SRIJAN'S BUSINESS

- Srijan is
  - in the business of *leveraging technology to solve our customers' business problems*
  - in the business of *solving customer needs* & *delighting its customers*
- Our view of what we do must be "customer-focussed", and not product/services focussed

Agile/Lean principles necessitate a 'push for excellence', of '*continuous learning*' and '*continuous improvement*' -- which leads to *delighting our customers*.

OUR STRATEGY

WHAT IS STRATEGY?

- Strategy is defined by either of the following:

  - serving few needs of many customers

  - serving broad needs to few customers

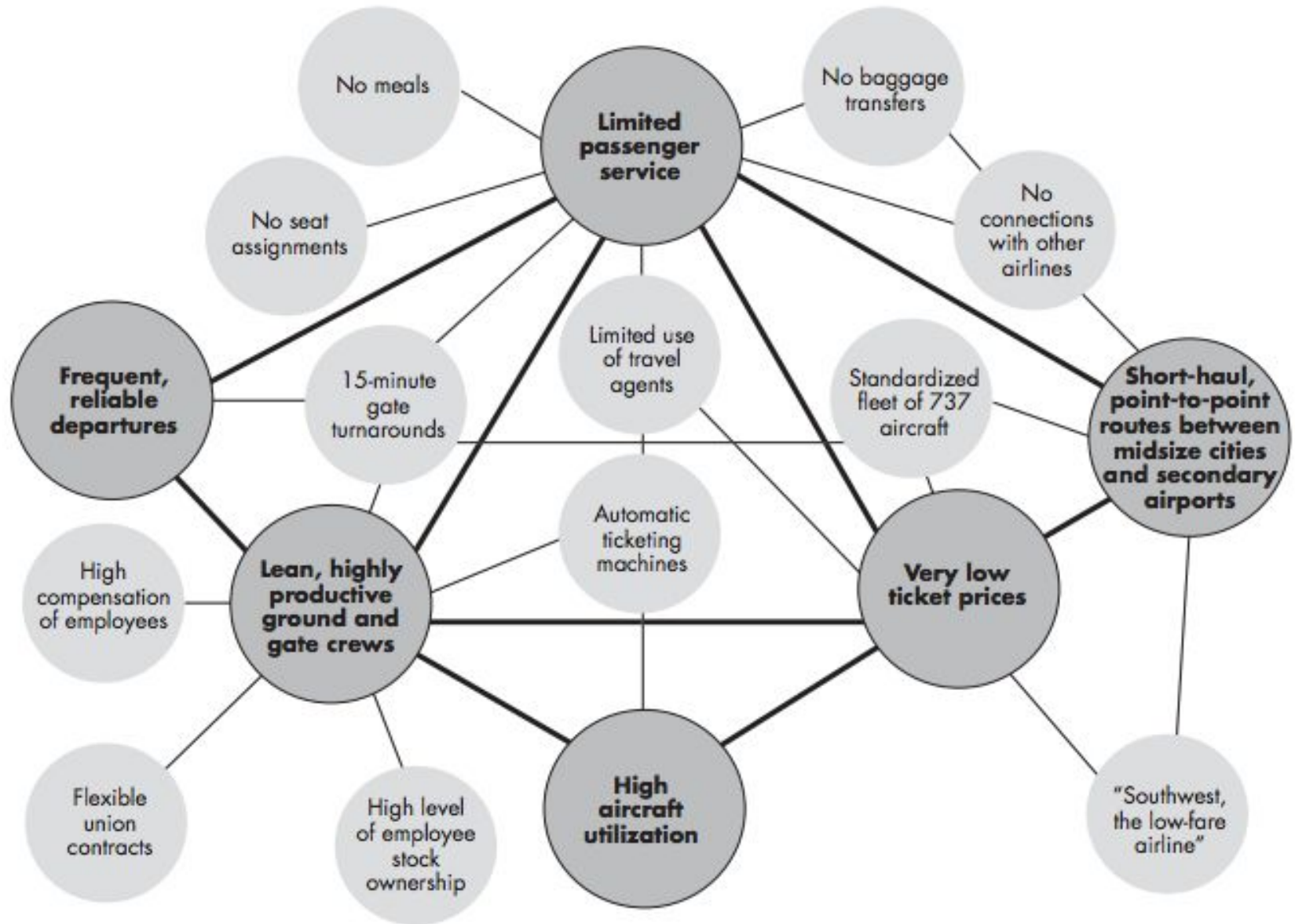 - serving broad needs of many customers in a narrow market

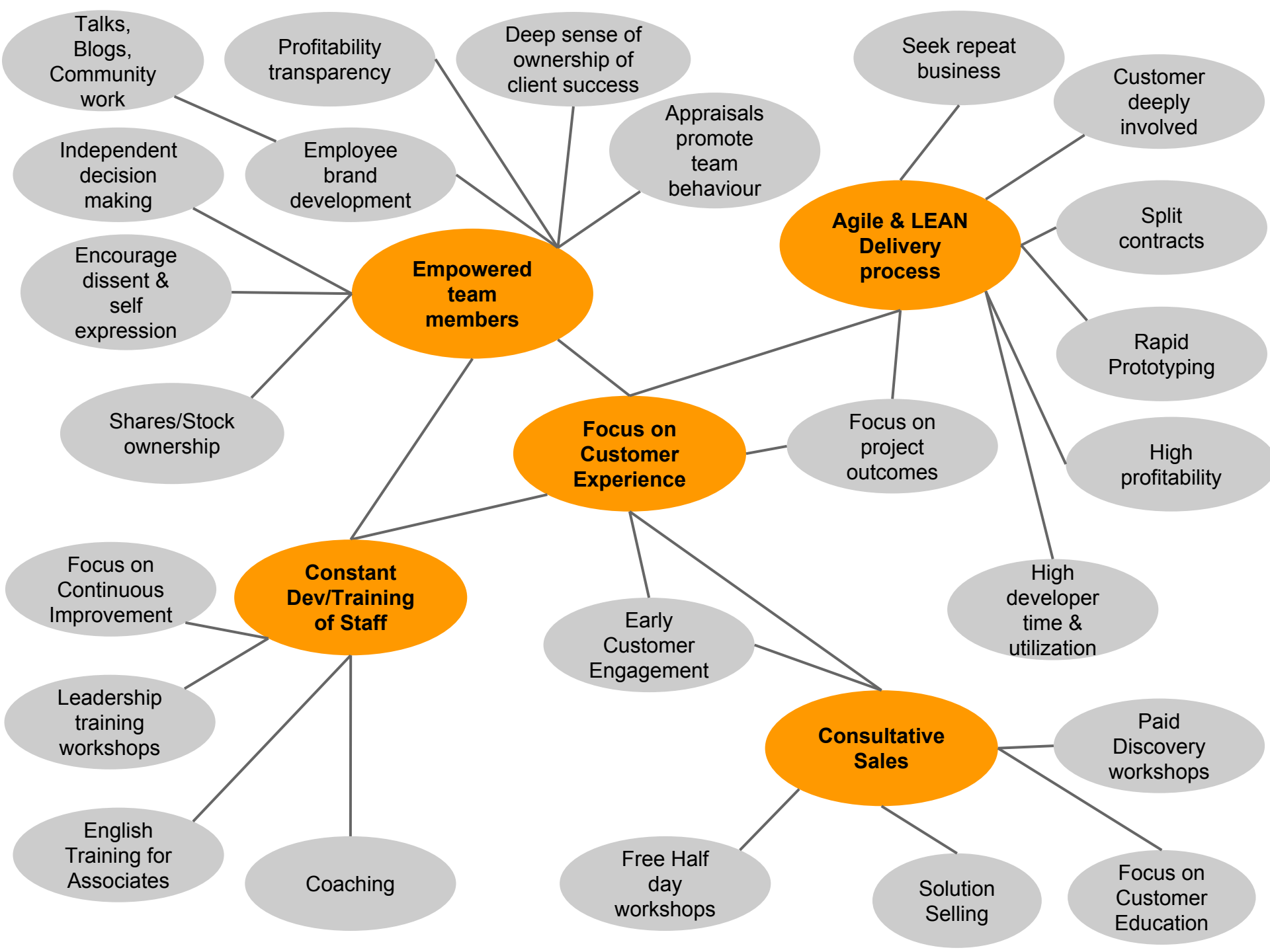## WHY IS STRATEGY IMPORTANT?

- This segmentation is needed because no company can serve all possible customers with all their needs

- Strategy involves defining who we are, and who we are not; what do we do, and what will we not do?

- Strategy involves creating a 'fit' among the company's activities
  - For example, a low cost airline has to have a lean ground operations force to keep costs low

WHY IS STRATEGY IMPORTANT?

- Strategy creates a distinction in a business and its activities, which are then difficult for competition to imitate
- It helps leadership, management and all members of the company to align on company's uniqueness by strengthening its activities

Southwest Airlines' Activity System

Southwest Airlines' Activity System

- No meals
- No baggage transfers
- No seat assignments
- No connections with other airlines
- Limited passenger service
- Frequent, reliable departures
- 15-minute gate turnarounds
- Limited use of travel agents
- Standardized fleet of 737 aircraft
- Short-haul, point-to-point routes between midsize cities and secondary airports
- High compensation of employees
- Lean, highly productive ground and gate crews
- Automatic ticketing machines
- Very low ticket prices
- Flexible union contracts
- High level of employee stock ownership
- High aircraft utilization
- "Southwest, the low-fare airline"

Empowered team members
- Talks, Blogs, Community work
- Profitability transparency
- Deep sense of ownership of client success
- Appraisals promote team behaviour
- Employee brand development
- Independent decision making
- Encourage dissent & self expression
- Shares/Stock ownership

Agile & LEAN Delivery process
- Seek repeat business
- Customer deeply involved
- Split contracts
- Rapid Prototyping
- High profitability
- Focus on project outcomes
- High developer time & utilization

Focus on Customer Experience
- Early Customer Engagement

Constant Dev/Training of Staff
- Focus on Continuous Improvement
- Leadership training workshops
- English Training for Associates
- Coaching

Consultative Sales
- Paid Discovery workshops
- Focus on Customer Education
- Solution Selling
- Free Half day workshops

SRIJAN's STRATEGY

- Central to Srijan's strategy is "**Customer Experience**" -- focus on delighting our customers; we try and ***embed ourselves into the client's business***

- It is around this -- *Customer Experience* -- that all other core activities emerge:

  - **Agile & Lean development processes**

  - **Consultative Sales process**

  - **Continuous Training & Development** of Staff, Managers, & Leadership

  - **Empowered Teams**

  - **Clients with repeat business potential**

SRIJAN's STRATEGY

- **Agile & Lean Processes** : which enable reducing risk for our clients, by

  - **breaking project into phases**; contracts are broken into small ones as well

  - **discovery phase**: conducting paid discovery workshops to create wireframes, backlog, architecture design

  - **prototyping** : to enable early market feedback thus reducing wasteful development

  - **making iterative releases** : to enable change -- focus on outcomes over contract

SRIJAN's STRATEGY

- **Consultative Sales process**
  - Early client engagement; free 1-2 day workshops; understanding client's business
  - Solution selling; we do not have *pure sales* (saelu) in our company; sales is focussed around solving customer needs
- **Continuous Training**
  - at all levels in Srijan -- from CEO to interns, a lot of people at Srijan are constantly some sort of a) training, b) leadership development & c) self-development programme/initiative (internal or external)

SRIJAN's STRATEGY

- **Empowered Teams**
  - Our appraisal processes, independent decision making, transparency in budgeted v/s actual project account -- all of this is oriented around making teams
  - Teams are encouraged to interact with clients directly, without layers of managers
- **Clients with repeat business potential**
  - Focus on long-term projects, clients who give repeat business (with multiple projects)

SRIJAN's STRATEGY

- All other activities circle around these core-activities

- They 'fit' together to form a consistent story -- an alignment in our processes, action, words, engagement, sales process, delivery processes, appraisals, culture, and so on

- Srijan's strategy is not -- low cost, offshore, hire-a-developer,

- Even when we are located on client-sites, **we take Srijan with us** -- an empowered, consultative, responsible team -- embedding within the client

- **Customer Experience** is central to our strategy -- and our core differentiator. This is of utmost importance

SRIJAN's STRATEGY

- Our clients have reported that they will work with us even if they know that Drupal may not be the most suited platform; they trust us, our commitment

- Our clients have enabled us to run like a mini-company within their larger setup

- Our managers are the reps and brand managers of Srijan at client sites

- Our leaders and managers are known to take decisions independently without top-down decision-making

- We prefer "teams" taking decisions over top-down centralised hierarchy

- Our office locations are distributed, often in places which would traditionally not IT centers (Dharamshala, South Goa)

Further Reading

- http://www.fast-bridge.net/wp-content/uploads/resources/Reinventing%20Your%20business%20model%20HBR.pdf

- http://jensgulich.wordpress.com/2010/10/22/what-is-strategy-porter-1996/

THANK YOU

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