

Sierra Atlantic's "Build, Operate, Transfer"
Partner Model Gives Rise to a New Offshore
Development Center for Model N

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The leader in revenue management

Model N is the leader in Revenue Management solutions, offering an integrated suite of applications for analytics, pricing, contracts, compliance, and settlements optimized for the industry practices of Life Science and High Tech companies. Enabling the creation of a seamless, end-to-end process from price setting through settlements payment to analytics, Model N's uniquely integrated approach eliminates revenue leakage and delivers the visibility and controls needed to avoid the risks of non-compliance to government reporting regulations such as Sarbanes-Oxley and government pricing requirements. Customers include: Atmel Corp.; Boston Scientific Corp.; Bristol-Myers Squibb Company; Cypress Semiconductor; Dell; Medtronic, Inc.; Microchip Technology Inc.; Ortho-Clinical Diagnostics, a Johnson & Johnson company; Pfizer, Inc.; and STMicroelectronics.

From project management to building a development center

Stemming from its displeasure with an outsourcing partner, Model N began crafting the plan to build an offshore development team in India that could provide cost effectiveness while keeping a keen focus on developing products that extended its software offerings. "Given our customers' demand for high quality and shorter time to market, we elected to build an offshore development team rather than outsource. We selected Hyderabad, India as our location due to its ample supply of talented engineers and removal from the distractions of Chennai, Bangalore or Silicon Valley," states Yarden Malka, co-founder and CTO. "In reviewing potential partners to help build an extension of our R&D team, Sierra Atlantic brought the deepest domain expertise, experience with building teams in India, and the right level of commitment to make the relationship succeed. The quality of the staff and the executive team was high, they had a complementary work culture, and they focused on employee and product development more than services delivery. And given our anticipation of continued growth and expansion of our India-based operations, we were convinced that Sierra Atlantic's *build, operate and transfer model* provided a compelling business model and a logical way for us to build a corporate-owned development facility in India."

In mid-2006, Model N and Sierra Atlantic started with a small, core group of developers who ramped up quickly on the complex regulatory demands of software in the life sciences industry. These engineers provided lifecycle product development, quality assurance and customer support services. Over a four-year period, the team grew to over 100 staff members. But, in accordance with its agreement to move the team to corporate, Sierra Atlantic took a phased approach with insourcing. In early 2009, the first transfer of 30 employees over to Model N was completed and by March of 2010, the remaining staff of more than 70 was offered employment with Model N. Sierra Atlantic facilitated this growth and transition initially by seamlessly integrating Sierra Atlantic employees with Model N staff. "Sierra Atlantic staff was never viewed as auxiliary contractors but rather an integral part of our engineering group," stated Malka. "From day one, Sierra Atlantic employees were trained as Model N employees. We established a partnership environment

Customer Stats:

- Customer since 2006
- Leader in Revenue Management
- Based in Redwood Shores, CA
- Number of Employees: 300

Results:

- Lowered the total product development costs for the same organization size by more than 30%
- Reduced the cost of some product implementation projects by more than 40%
- As a result of being able to hire a larger team globally for a given budget, were able to achieve at least 20% faster time to market and 30% more functionality.

Services Provided:

- Product Development
- QA
- Product Management
- Professional Services
- Application Support
- Technical Support
- Build and Release Engineering
- Technical Documentation
- IT

supported by open and honest dialog. We held quarterly business reviews between senior executives and our staffs not only worked together on design and development but enjoyed cultural interchange through frequent meetings in India and in the U.S.”

Lower Costs, Speed to Market, Quality Development

Model N’s decision to take a *build, operate, transfer* approach to extend its technology organization with Sierra Atlantic resulted in the ability to quickly grow a large talented team whose productivity levels were high and overall capital and operating costs were low. Additionally, the model allowed for more flexibility and lowered any risk associated with moving resources to Model N. “Sierra Atlantic allowed us to extend our R&D budget over these four years,” said Malka. “This has allowed us to become a truly global company that provides engineering and support services around the clock for our prized customers.”

Model N’s relationship with Sierra Atlantic will continue as Sierra provides professional services related to customer deployment of Model N, specialized product development services, and remote application management support.

Malka added, “It’s not easy for a partner to develop an environment that allows for the successful transfer of team members back into the client organization. It’s just another confirmation that Sierra Atlantic marks its own success by the success of its clients.”



About Sierra Atlantic

Sierra Atlantic is the leader in offshoring enterprise applications and outsourced product development. With expertise derived from deep R&D relationships with enterprise software leaders such as Oracle and Microsoft, we provide full lifecycle product development and IT services including implementation, integration, development, testing and support. Sierra Atlantic is amongst the largest IT services companies, offering services in the “New Oracle Economy”, Outsourced Product Development and Microsoft competencies, with global delivery from both India and China. Over 200 active customers currently address their business needs leveraging our Nshore™ methodology and best-in-class Global delivery capabilities. A recognized leader in quality, Sierra Atlantic has been the recipient of many distinguished awards including Oracle Partner of the Year (3 years consecutively), Microsoft Gold Certified and NXT Delivery Partner, IDC DQ Top 20, and Great Places to Work. Sierra Atlantic is headquartered in Fremont, California and maintains operations in 16 countries across North America, Europe and Asia Pacific. For more information, please visit www.SierraAtlantic.com.

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