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By Sanjeev "Sean" Khurana, Graduate School Business Case Study

James Ram is an entrepreneur with an impressive track record. At the age of 33, he has successfully started and operated 3 different businesses. His latest venture, a software development firm and an IT training school based in Jamaica, has been highly successful and can result in a large financial fortune for himself.

James graduated from Manhattanville, a small prestigious college in upstate New York. As a young graduate with a penchant for international business, he obtained a unique position as an assistant to the Under Secretary General of the United Nations, Dr. Michel Doo Kingue. After a year at the UN, James and his family moved to Atlanta where he founded an international consulting firm, called The Atlanta Council for International Cooperation (ACIC). At this consulting firm, he leveraged his international experience with the UN to assist Georgia firms clamoring for international expansion as well as he initiated a unique educational program which allowed college students to intern at the U.N. The program was called the Cecil Ram United Nations Semester program, named in memory of James' father who had recently passed away. Running this business as a non-profit operation, James did not make a lot of money, however he built invaluable relationships with CEOs of many Georgia firms. In 1997, after turning over his consulting operations to an able successor, James initiated his latest venture - INDUSA Global. This venture has not only been operationally successful, but has the potential to be a financial blockbuster.

INDUSA Global, an off-shore-venture based in Jamaica, has two related businesses. First, It has a software development arm that serves large corporations based in the USA. Second, it is a partner within a recognized educational institution, the Caribbean Institute of Technology that is training 105 IT professionals on an annual basis. While both businesses independently contribute to the profits of INDUSA Global, the Caribbean Institute of Technology acts as an invaluable source of trained software professionals for INDUSA Global's software development business.

James Ram realized the importance of geography for the success of his business. The location of this business determined the cost of operations, initial level of competition, quality of employees, as well as James' ability to maintain direct control while being based out of the US. Although James considered locating his business in India, Jamaica was more attractive due to its proximity to the US. In addition, Jamaica has a large pool of students/labor that speaks English but is less expensive and is easier to retain due to 30% unemployment in Jamaica . The business is located in the free trade zone that allows tax-free import/export of capital and goods including computers.

James also understands that his business model based on Geography can be copied. Therefore, he is also pursuing the image-marketing model by providing value to both its students and its clients. James plans to pursue this model further by continuing to make investments in building and maintaining a

brand name for his business in Jamaica. In addition, he plans to leverage his business contacts and selectively market his business to high level executives in the US.

James set up the Caribbean Institute of Technology to include INDUSA (24%), Furman University based in Greenville, SC (28%), University of West Indies (10%), International Development Consortium, Hertfordshire based in England which provides U.K. Certification through Cambridge University (10%), H.E.A.R.T./National Training Agency of Jamaica (26%), Ministry of Commerce and Technology of Jamaica (1%), and the Jamaica Free Zone (1%). In addition to providing financing, the partners have been very helpful in providing technical expertise. While the universities provide expertise in academics / curriculum development and provide the faculty for the university, the Jamaican partners assisted with the physical set-up and construction of the facility. The three partnering universities have helped in the accreditation of the program thus making it possible for the program to be franchised internationally.

Although, this venture has been highly successful, James' business strategy is based on an inherently weak model i.e., geography. However, James believes that with the increasingly high demand for software professionals in the world and a high supply of labor in Jamaica, new entrants do not pose a major threat to his business. As a savvy entrepreneur, James does however have an effective exit strategy. He has toyed with the idea of an IPO. In addition, he had conversations with companies such as Computer Sciences Corp and Science Applications International Corp, about a possible buyout. Using that as a reference point, INDUSA Global has had an ROI of 35%. However, James feels that the business could command an even higher value due to a high potential for growth in Jamaica and he plans to expand/franchise this concept in similar locations across the world.

When asked about the weakness in his model i.e., geography, James expounded on a more elaborate plan stating that the type of solutions center he is creating in Jamaica he would set up for other markets. For example, Costa Rica for South America, Philippines for South East Asia, Romania for Europe, India for Middle East & Africa. He also added that he would have four divisions, Consulting & Software, Network Solutions, Training & Electronic Processing which would include Call Center & Help Desk Management.

In conclusion, I think that James should focus his efforts in making each of these divisions a single successful unit and he should develop a management team that will be able to manage each unit as a separate entity.