



Case Study

Policy Development: WELLCARE INFOTECH



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Introduction

Mr. Maniyan Nayakam Pillai, the Managing Director at Wellcare Infotech L.L.C.¹ which was founded in 2007, as one of the leading IT Services and Advertising Provider in Dubai with a well experienced team of professionals focused on IT infrastructure management, software services and large format printing solutions, and custom designs. At Wellcare Infotech, it is considered as the total IT Services Company with standards based delivery framework and partnerships with global leaders with an experienced management team and has a track record of consistent growth and financial performance.

Case Presentation

Maniyan discussed that a business philosophy is not just a set of traditional fancy business terminologies by which the company is run by. He saw that the business philosophy is more as a deep-rooted system of the core beliefs that provide that rationale and purpose of having the business in the first place; this notion is in alignment with the views of other academic researchers^{2,3}. Lionel viewed that Business Philosophy as the strategic map and blue print to guide that employees towards meeting the goals and exceed clients' and business partners' expectations to some extent. Maniyan focused on three key areas, where firstly, people are critical. He values that employees' competencies and development are critical for continuing enhancement of skills and being updated with the latest certifications which in turn provides best practices in the long run.

The second element is technology, where having the partnerships with technology savvy leaders, in addition to having superior IT infrastructure solutions that is, the vast of IT technology and services. Continuous Improvement in productivity and improving customer service and satisfaction as the processes is the third key element of the Wellcare Infotech Business Philosophy. All of these three elements are geared to one common goal of attaining the high customer satisfaction, in turn improving the customer loyalty and its retention as well. Maniyan's expected strategic goal is to become one of the top five (5) pioneers by 2015 in digital and full IT infrastructure solutions in the UAE and Middle East at large.

Management & Outcome

Maniyan discussed future challenges that he could foresee in particular to trading and business development issues. There is a known fact that the UAE is a trading nation⁴, as witnessed by its high ratio of imports plus exports (of goods and services) to GDP (around 147% in 2010). The UAE is also an important participant in global capital markets through several investment institutions, including, inter alia, the Abu Dhabi Investment Authority, the Dubai Ports Authority, Dubai Holding, Dana Gas, and Abu Dhabi's International Petroleum Investment Co. (IPIC). Maniyan anticipated that trading with India would continue since recent reports that, 92% of the growth witnessed in UAE exports in 2010 was attributed to the growth of exports in these markets, of which were primarily in India and Switzerland as the largest destinations.

Discussion

In order to achieve this long-term vision, a tri-annual government strategy was implemented; where the strategy was for 2015-21. The UAE aimed to transform its economy into one that is knowledge-based, highly productive, and competitive. It aimed to do so by upgrading the regulatory framework of existing key sectors, while supporting the development of new ones, mainly high value-added industrial sectors, as well as by empowering nationals to take the lead in developing the economy. Trade will be a key component of this strategy, as it will help expand the UAE's diversified exports. Wellcare InfoTech strives to improve and develop policies on the trading and business development aspect.

References

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This short case extract summary was written by Immanuel Azaad Moonesar (Immanuel.moonesar@mbrsg.ac.ae) based on interviews and case releases. It was prepared using an organisation information, and its intention was to provide material for class discussion through publication. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentially.

Potential Case Questions:

1. What are the Strengths, Weaknesses, Opportunities, Threats (SWOT) facing this organisation in relation to the strategic excellence planning?
2. Compare and contrast this case with your current organisation. Discuss.
3. What are your policy recommendations/implications for the future management strategies of this organisation? Discuss.

About Mohammed Bin Rashid School of Government

Launched in 2005 under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai as the first research and teaching institution focusing on governance and public policy in the Arab world. The School aims to support good governance in the UAE and the Arab world, and build future leaders through an integrated system offering education and training programs, as well as research and studies. The School's operations are founded on global best practices developed in collaboration with the Kennedy School at Harvard University, and it is considered a unique model for academic institutions in that it focuses on the practical side of governance. The School also collaborates with several government and private institutions both regionally and internationally. The overall design and implementation of training programs is built on the foundation of scientific thought and is inspired by the reality of Arab public administration and with a view to addressing the issues and helping future leaders meet the challenges facing public administration in various parts of the Arab world. The School also organizes international and regional conferences and specialized workshops, and holds forums to facilitate the exchange of ideas and knowledge between Arab region and the world.