

AKKIPE.

OFFSHORE CONFIDENT !

Case Study

Establishing Nitara's Technology Capability Centre to transition from remote working in post COVID era



OVERVIEW

About Nitara Operations

Nitara is the product of GormalOne LLP. Nitara caters to a diverse clientele, including farmers, milk procurement companies, healthcare, and feed distribution companies, offering solutions such as analytics, ERPs, artificial intelligence, and predictive algorithm solutions.

The initiative to set up the capability center arose during the pandemic era of COVID-19, with Nitara's head office and operations team based in Mumbai.

About Anil Mishra

Anil Mishra, the founder of Akkipe built the Nitara technology team and operations strategy from scratch during the peak Covid 19 era. He joined the Nitara's founding team in April 2020 and responsible for the entire technology operations, business development and rural operations

Scale and Size

Nitara is a scratch setup in April 2020 and have grown from headcount of 5 to 125+ by April 2022. The technology operations were in Bangalore with few remote employees. The Business operations in Mumbai, India and ground team in Uttar Pradesh and Gujarat.

Nitara is product of GormalOne LLP headquartered in Mumbai, India

KEY TIMELINE EVENTS

Anil Mishra joined founding team of Nitara in peak COVID era

Apr 2020

Team Nitara Decided to exit from vendor ops and start its own technology operations

Nitara setup its first Technology Capability center in Bangalore with headcount of 25 talents

Jun 2021

Dec 2020
Nitara hired first 5 remote technology talents.

Dec 2021
Nitara drafted its first HR policy for employees to come to office in post covid era.

Nitara setup its second Technology Capability center in Bangalore with headcount of 75+ talents

Jan 2022

Apr 2022
Nitara has its full fledge operational team in Bangalore with 90% people working from office. Total employee headcount of 120+

C O V I D 1 9 e r a



KEY CHALLENGES



Remote Workforce Integration

100% of Nitara's hires were working remotely from various regions. The challenge was to bring these employees together in a physical office to enhance collaboration and communication.



Pandemic Constraints

The setup had to be planned during the ongoing pandemic, requiring careful consideration of safety and health protocols.



Diverse Technology Solutions

Nitara offered a wide range of technology solutions in Artificial intelligence, ERPs, and analytics, necessitating a robust and scalable infrastructure.



Talent Availability

Choosing between Mumbai and Bangalore as the location for the capability center, with Mumbai already had office with 100% ownership.



Failed Efforts with Vendor

Nitara has outsourced several key technology deliverables to mid scale IT vendors and failed miserably impacting the timelines and cost.

KEY OBJECTIVE



Collaboration Enhancement

Bring together a remote workforce scattered across Bangalore, Odisha, Mumbai, and other regions for better collaboration, communication, and training



Scale the team

Fast tracking the Hiring to **scale the team to 100+ talents** on Machine learning, Cloud Infrastructure, Software engineering and support.

REAL ESTATE SELECTION

Whitefield in Bangalore was chosen for its talent availability and vibrant tech ecosystem.

Most Economically Progressive City

1. Population (2021)* : **10 million**
2. Total Software Exports (21-22) : **\$ 82 Bn**
3. Literacy Level : **85.74%**
4. Engineering College: **152+**
5. Human Development Index '15 : **0.611**



Office Setup

A small, 24x7 office was opened to maintain the work-from-anywhere culture while addressing communication and training challenges. Individual team leads were encouraged to use the office space for in-person collaboration and training sessions.



Employee Engagement

Without a formal HR policy mandating office attendance, employees were delighted to have the option to collaborate in person, fostering a positive work environment.

SCALING THE TECHNOLOGY CAPABILITY CENTER

The increased interaction of the employees at the office led to the decision to establish a second technology capability centre with capacity of more than 100 employees.

1

Dedicated Office

Keeping the entire focus on product development, the team partnered with a Co-Working Space to provide a dedicated center for Nitara. The partnership included the specific interior development according to the needs of Nitara which included conference rooms, meeting rooms, HD displays and dedicated internet connectivity for Nitara.

2

Dedicated Infrastructure

A robust and private infrastructure for VPN, networks, data center, and employee sign-in/sign-off systems ensuring secure access, seamless connectivity, and efficient workforce management, enhancing operational efficiency and protecting sensitive data.

3

Shared Facilities

Nitara had access to shared amenities in a co-working space, including canteens, gaming areas, security, and reception, fostering a collaborative and comfortable work environment. This setup enhanced efficiency and employee satisfaction, contributing to Nitara's overall success.

TALENT ACQUISITION AND MANAGEMENT

Post-COVID, the talent acquisition team prioritized hiring domain-focused and culturally aligned individuals. The goal was to find candidates who not only had the right technical skills but also fit as team players and long-term retainers.

1

Compliance and Policy

Ensured adherence to local labor laws of Karnataka, tax regulations, and Prevention of Sexual Harassment (PoSH) policies. Develop and enforced comprehensive transition HR policies on office attendance, remote work, and performance management. Provide training for HR and management teams to handle legal, compliance, and PoSH issues effectively and consistently across the organization.

2

Hiring Strategy

The team drafted strategic pointers on hiring aligned with organizational needs and a quarterly goals. Efficient onboarding processes and retention strategies were drafted. Emphasize cultural fit and long-term engagement, supported by robust training and development programs to nurture talent and drive business objectives effectively.

3

Cultural Integeration

HR and management integrated technology, business operations, and rural ground operations with Quarterly Town Halls, where teams shared milestones and feedback, celebrating successes together. Additionally, Half-Yearly Meetups saw representatives traveling to different sites for engaging in work and fostering team camaraderie through fun activities.

KNOWLEDGE TRANSFER

1

Orientation and Onboarding

An in-house and on-field training plan was established. Internal teams from business operations created domain training programs from day one of onboarding, followed by technical training from respective departments. Video and literature documentation were prepared to ensure seamless knowledge transfer. A streamlined transition process was developed for talent exit and project handover.

2

Leaders Training

Team leaders engaged in ground operations to observe technology implementation firsthand and collect real-time feedback. This feedback was then communicated back to their respective teams, ensuring that practical insights and experiences were integrated into ongoing projects and strategies for improved effectiveness and innovation.

TECHNOLOGY AND TOOLS

1

Strategic Partnerships

Nitara leveraged focused services contracts from partners such as Dell, Microsoft, and Zoho to meet the specific requirements of its GCC (Global Customer Community). These partnerships enabled Nitara to enhance operational efficiency, integrate advanced technology solutions, and deliver sustainable outcomes for its agricultural stakeholders worldwide.

2

Critical Procurement Partners

Partnerships played a crucial role in fulfilling capability center immediate action items and requirements by supplying essential goods and services promptly. Their reliable support ensures operational continuity and helps capability center maintain its commitment to sustainability and efficiency in serving the dairy community.

KEY OUTCOMES



Support Integration

Setup significantly enhanced support integration, resulting in a threefold increase in response and resolution rates for ground teams, clients, and users. This improvement underscores Nitara's commitment to operational excellence and customer satisfaction through streamlined communication and efficient problem-solving.



Enhanced Operational Efficiency

Nitara optimized processes and centralized services, resulting in a 30% increase in productivity while adhering to planned deliverables. Cost and time efficiencies were achieved through streamlined operations, enhancing overall output and effectiveness within the agricultural sector.



Enhanced Collaboration

Collaboration flourished with a diverse team scaling up to tackle analytics, ERPs, and artificial intelligence solutions. Enhanced knowledge sharing among peers and visiting experts enriched office dynamics, fostering innovation and synergy across projects.



Talent Development

Achieving higher employee engagement and retention is crucial through robust training and career growth opportunities, resulting in a notable 60% increase in talent conversion from offer acceptance to team integration.

