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Inside Outsourcing™



INTERVIEWED BY LARRY JANIS

Inside with:

Faisal Hoque, Founder, Chairman of the Board and CEO, BTM Corporation

Founded in 1999, BTM Corporation is a management solutions provider that leads the industry in the convergence of business and technology management with unique on-demand products and intellectual property (IP) to innovate new business models, enhance financial performance, and improve operational efficiency.

The Company focuses on executing solutions from a Concept to Value Lifecycle with management processes, software applications, and cross-disciplinary domain expertise that allow its customers to build better businesses through the strategic use of technology.



LJ: Please tell me about BTM Corporation and your responsibilities.

FH: BTM Corporation is a management solutions provider that builds better businesses through the convergence of business and technology management. We help our clients innovate new business models, become more agile, and improve operational efficiency – with the ultimate objective of enhancing their financial performance. Our research, products, solutions, and services include the industry's first integrated business technology management framework, on-demand software applications and knowledge templates, customer-specific solutions and services, various research and educational initiatives, and a cross-disciplinary expert network.

BTM's clients include Global 2000 organizations, government agencies and social businesses around the globe. We offer value-based pricing for our solutions to provide a shared risk approach that tightly aligns us with the needs of our customers. This minimizes the risk and maximizes the reward for both parties, while ensuring that we jointly accomplish the desired outcome.

I founded BTM Corporation in 1999; I serve as its CEO, so my primary duties are to serve as the strategic and intellectual direction of the company along with being the public face of the company. I spend a great deal of my time building and maintaining relationships with our partners, customers and investors. I'm also working on my next book, scheduled to be published by AMACOM in the spring of 2011 entitled, *The Convergence Factor*. The book will provide readers with a how-to guide to quantify and measure the financial value of managing business and technology together.

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FROM THE EDITOR

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Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.

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LJ: Can you provide an example of how business technology convergence can build a better company?

FH: Certainly – I’ll give you some background and then discuss a couple ways that BTM helps its clients to improve their businesses. In general, business today is characterized by change and complexity. Technology is both responsible for the accelerating pace of change and complexity – and it is also responsible for managing it. Most businesses have consumed technology in silos – using it to automate functions and perform specific tasks. But as technology has become part of the business ecosystem – by which I mean their customers, suppliers, investors and regulators – companies need better ways to manage themselves.

BTM has developed three particular solutions for companies that drive transformation within an organization: Business Agility, Sustained Innovation and Operational Excellence. Our research has shown that companies that execute against one or more of these strategic imperatives have measurably superior financial performance.

What does that mean for our clients? Well, we can analyze a company’s management structures and design improvements. As examples, we used our solutions to identify more than \$10 million in wasteful spending in less than 90 days for one of our larger customers; for another, we delivered \$500 million in cost savings and avoidance for an 18-month business transformation initiative.

LJ: How can business technology convergence help Outsource Providers win in the marketplace?

FH: Outsource providers are looking for ways to connect to the business – which is precisely what BTM does – it converges business and technology management. One of our clients, for example, entered into a partnership with BTM because they needed a way to connect their technology offerings to the business – in other words, they needed a way to articulate the business value of their products and services.

Outsourcers are in exactly the same position today. They have been very successful in defining services and delivering them efficiently. However, as the market has matured, their pricing power has declined and margins have suffered. Customers are increasingly viewing outsourced services as commodities. BTM can help outsource providers differentiate their offerings – while they add value and increase customer loyalty by building stronger and deeper relationships with the business side of their customer organizations.



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LJ: How can BTM help buyers of outsource services?

FH: Buyers of outsourced services have the same problem as providers – but from the opposite perspective. Outsource contracts revolve around services delivered and their costs, which inevitably lead to a zero sum game. When buyers have a direct line of sight back to the underlying business processes and strategy, they are able to leverage their supplier’s capabilities – taking advantage of the non-financial – but valuable – aspects of their supplier’s offerings.

Looked at from a different perspective, BTM becomes the common language between business, technology and supplier. And our tools become the lexicon for this language, enabling broader and deeper value conversations

LJ: What is your future vision for outsourcing?

FH: Great question. Let me start by making a couple of observations about economics. We’re in the midst of a global transition from Economics 1.0 to Economics 2.0. Economics 1.0 (Adam Smith) is about scarcity – using the market to allocate the scarce factors of production: land, capital and labor. Economics 2.0 (starting with Joseph Schumpeter) is all about abundance – using the market to stimulate innovation through technical progress. In short, Economics 2.0 is about the software, whereas Economics 1.0 is about the hardware.

The outsourcing industry is an active and significant part of the marketplace for innovation. Leveraging those innovations requires new ways of connecting them to businesses – which is, by the way, a key BTM practice area. Outsourcers have made significant investments in developing these innovations – most of them resulting in intangible assets. And intangible assets are the core driver of Economics 2.0. Unlike hardware, the software of Economics 2.0 can be replicated without additional cost, it can be combined in a limitless number of ways, constrained only by imagination. However – these intangible assets are undervalued, underutilized, and misunderstood.

The future of the outsourcing industry is to fully leverage its assets and bring the abundance of Economics 2.0 to its customers. And BTM wants to facilitate and accelerate this transition providing the roadmaps and helping navigate the way forward.

“The future of the outsourcing industry is to fully leverage its assets”



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LJ: My final question, what has made you and BTM successful?

FH: I'll give you two answers. On a personal level, "I believe that my successes have come, in large part, from my willingness not to listen to the word No". Throughout my career, I've heard many, and I am sure there will be more to come. But now, unlike the first several times I heard it and listened, I don't fear nor do I get frustrated with them. I simply smile...

From BTM's perspective, I believe that its success comes from a similar spirit of tenacity (and innovation). 10 years ago when I founded BTM, the concept of business technology management, let alone convergence, didn't exist. BTM literally defined a new market. I couldn't predict that it would take 10 years for the industry to arrive at this level of readiness, but now that it has, BTM is situated at the center of the market, leading the way towards convergence. I continue to believe that this market will continue to grow at an accelerated pace. Other companies have joined in the market, and more will continue to come. A perfect example of Economics 2.0 – the economics of abundance.

Lastly, I'd like to thank you for this opportunity to talk with you and your readers. I'm honored to join the list of industry leaders who have appeared in Inside Outsourcing.

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