The Ultimate Plan for Outsourcing Software Development

How to Eliminate the Risk, Save Time, Save Money and Get Outstanding Software that Drives Massive Profits!

Every CEO Interested In Outsourcing Software Development Must Consider This Book As Their 'Go-To' Guide For Making Profitable Decisions

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and

Vikas Bhatia

ISBN-13:

DEDICATION

This book is dedicated to my wife Shaila,
my daughter Shreya and my son Vihaan.
~ Vishal Bhatia ~

I dedicate this book to my wife Sneha.
~ Vikas Bhatia ~
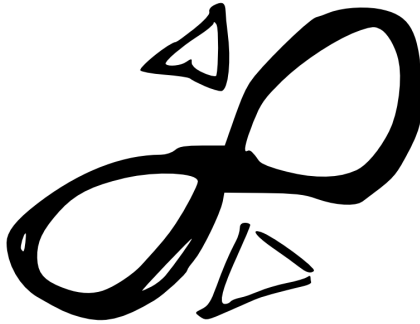
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IS THIS BOOK FOR YOU?

I f you're looking for an effective, efficient way to get your web or mobile development completed on time without tons of hassle, stress, or spiraling, unexpected costs, then this is the book for you.

During this easy-to-digest guide, you're going to discover the various ways you can outsource development along with the little-known insider benefits and pitfalls of each.

You'll learn exactly when to outsource development, when to do it in-house and when not to bother at all. You'll discover:

- The ONLY 5 situations in which you should ever consider outsourcing.
- The top 7 countries to consider outsourcing to AND which one to pick for your project.
- The first rule of selecting a vendor and the simple three step process for finding the perfect match for your project.
- How to get the good deal you've been craving WITHOUT having a dud developer in the process.
- The no-hassle project management secrets of big time developers.
- The "open source pitfall" and how to avoid it, before it lands you in legal hot water.
- The true purpose of measuring metrics.
- How and when to apply a "balanced scorecard" to your project.
- The little known insider secrets to protecting your intellectual property from theft or invalidity.
- How to future-proof your software development.
- And much, much more…

But, before we begin, let's just make sure you're really in a position to benefit. If you hold one of the following positions this book is directly applicable to you:

- CEOs, CTOs, or VPs of engineering or product development who are responsible for creating software products.

- CIOs or IT managers responsible for application development.
- VPs of product marketing and product managers working with customers and engineers to design and implement software products and applications.
- Programmers and software developers who need to understand the forces of outsourcing, and how it will affect their career.
- Outsourcing executives who want to understand the business from a client's perspective.
- Entrepreneurs looking to take their idea to reality – fast.

It's very simple. Anyone who needs web and mobile project development and has a sneaky feeling, hunch, an inkling that there must be an easier, faster, cheaper, and less stressful way to get their projects complete, this is for you…

Now let's move on.
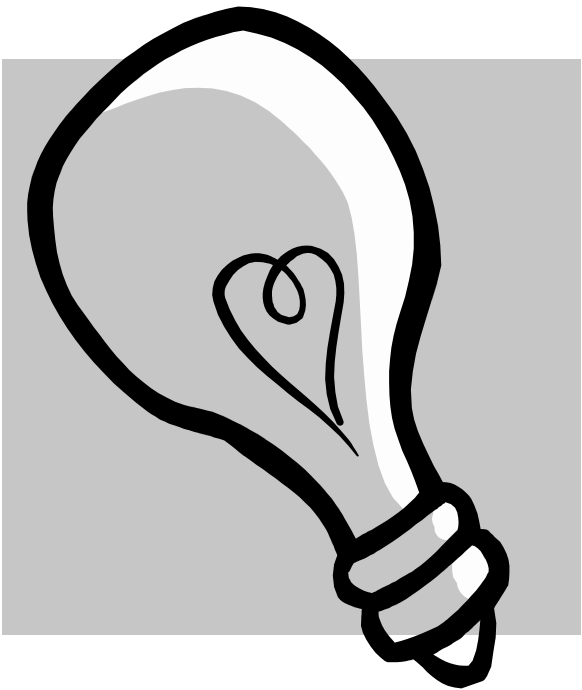
INTRODUCTION

I magine, you're in the middle of a sizeable, critical web development project. It's going to be the 'Next Big Thing' for your company and it's all hands on deck from 8 am until, well, 8 pm. Bathroom breaks are tolerated (barely), taking time to eat lunch is 'frowned upon' and going home early (if you can call it that) is considered tantamount to mutiny.

Everyone is doing their best to work together as a team, but they're stressed, exhausted, and often 'jacked up' on caffeine just to keep going. You're genuinely concerned a fist fight might break out (who knew you could get 'roid rage from coffee?!). Anyway, its 7:45 pm and you're considering the possibility you might be able to go home for a well-overdue shower and a good night's sleep when you hear a knock at your door…

It's Alex from the office. She looks like she's just seen a ghost. Your heart sinks.

"We've got a problem," she says. "We just stress tested the latest build; it falls apart with anything more than 50 concurrent users. I wish I could tell you why, but I don't know. Can you come and have a look?"

Your first instinct is to say "how the %$*% should I know; I'm not an engineer!" But instead, you just say "sure."

Your development team looks like a group of frat boys who've just woken up after a particularly wild party: bleary eyed, incoherent, and literally splattered in day-old pizza stains. All three of them look at you like frightened rabbits.

"I have no idea what's happened," says Michael your chief engineer. "The last build worked fine, but since we let those outside guys implement that clever script for us, it's gone haywire and I have no idea why!"

You know you're stating the obvious, but you're desperate, so you say it anyway: "Can't you ask them?"

"I tried; they can't look at it for two weeks and apparently it worked when they tested it. They're blaming us."

You begin to resign yourself to the inevitable: "We're not going to make the ship date are we?"

"No" says Dave "Not a hope in hell."

You sigh. "We're going to have to outsource the whole darn

thing or ditch it. If we waste any more manpower here, we'll go broke."

Does this situation sound familiar? If so, you wouldn't be alone.

In fact, it's a surprisingly common problem with web and mobile development projects.

They often require a very diverse set of skills that many in-house development teams can't cover on their own. The usual response is to outsource part of a project to a firm or individual with the missing skillset.

The trouble is you're then working with an unknown quantity and even if the third party is reputable you can end up having to do twice the project management to keep everything on track.

Plus, you're almost inevitably going to experience 'bottlenecks' where your team is waiting for the outsourced team, or vice-versa, resulting in huge swathes of dead time and dead money.

Truth is, this hybrid development strategy is almost universally inefficient, expensive, and downright stressful.

You may feel even more stressed at the alternative though, fully outsourced development. Am I right?

Handing over your 'baby' to a virtual third party, potentially half way across the world, is going to be stressful for anyone. What's more, the horror stories are enough to scare anyone anyway: people running away with money, stealing code, lying about skillsets, simply disappearing, and the list goes on…

What people often don't realize is many of the troubles you'll encounter with outsourcing your web and mobile projects are not due to unscrupulous or untrustworthy individuals. Rather, they are the result of systemic challenges that make it very difficult for even the most skilled, hardworking developer to provide a good service to their overseas clients.

For example, the competition for contracts is so fierce among solo developers they often have to apply for dozens of jobs just to get one and simply don't have the time to communicate effectively with each.

In addition, there is high employee turnover in development teams. Many overseas development firms will hire anyone with a pulse, offering rock-bottom compensation and benefits so the second a talented developer gets a better offer, they're going to

jump ship, regardless of where they are with your project.

Of course, if you do it right, outsourcing can save you huge amounts of time, money, and stress while leaving you with a truly world-class finished product.

In fact, you could go so far as to say it is becoming the ONLY viable option for many, many businesses. The cost of skilled in-house or even domestic outsourcers is simply too high when you do an accurate comparison.

For example, it would often be possible to completely restart a project from scratch and STILL save money outsourcing abroad compared with using a domestic development team.

Sounds like a good deal, doesn't it?

The aim of this book is to help you navigate the unchartered waters of outsourcing and avoid the notorious 'pirates' out to steal your time and money so you can find the lost treasure of on-time, on-budget development.

Are you ready?

Good. It's time to buckle up and knuckle down; so grab yourself a drink, a few of your favorite snacks, and settle into a comfy chair. Here we go…
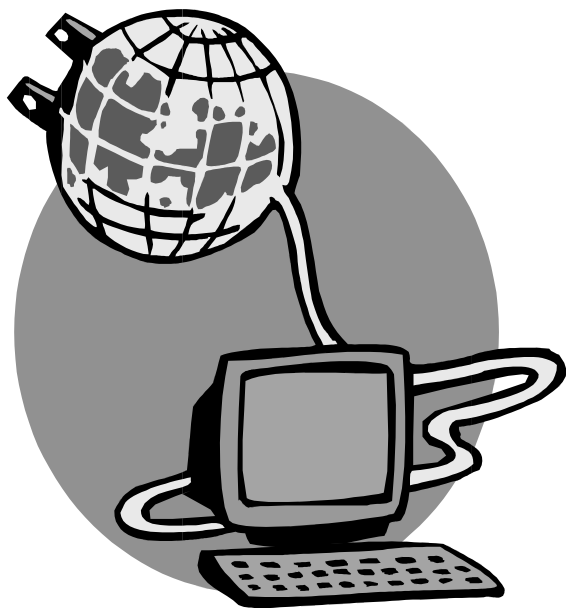
WHY LISTEN TO US?

Who are we, and why should you listen to us?

Good question. We are Vishal and Vikas Bhatia, two brothers and founders of Dedicated Developers (check us out at www.DedicatedDevelopers.com). We make web and mobile project delivery fast, cost efficient, and stress free via our team of dedicated 'A-class' developers.

Put simply, we know almost everything there is to know about successfully outsourcing your development, and our company is dedicated to making it work for people like you, day in and day out.

However, we're NOT here to sell you on our services. If you want our help, you'll ask for it. Instead, we've written this book because so many of our clients come to us after experiencing one outsourcing horror story after another, 90% of which are completely avoidable.

As much as we would like to say we could help everyone who comes to us, we simply don't have the capacity. We often have to turn people down, so this book is our humble attempt to help the people we can't personally work with.

The Cliché Truth About Successful Outsourcing

This is going to sound really cliché so please bear with us…

Success in outsourcing has just as much to do with your attitude as it has to do with WHAT you do and WHO you hire.

You need to have realistic expectations, the right approach to management, and a willingness to try new ideas.

Think about it like this: you can go with the most awesome, reputable overseas developer around. You know the kind of guy: the 'Rainman' of software development. He builds encryption codes for banks and clandestine black-ops projects in his spare time, speaks English better than the Queen of England, AND knows the square root of every number up to (and including) 4,565,596. And yet…

If you don't know how to help this guy help you, if you don't know how he works and what he responds to… You're toast!

He'll either be bored because you're not giving him enough work, insulted by your crazy micromanagement, confused by your

mismatched communication, or overwhelmed by your unrealistically high expectations.

It's hardly your fault though, is it?

You're not a developer; he's the expert; how are you supposed to know how this stuff works?

You see this is the thing nobody else is going to tell you because they want you to outsource your stuff to them. Managing outsourcers – even if you hire a team of developers – is HARD work!

You can't expect them to just get on with their tasks autonomously because nobody is there to manage them. Would you hire an in-house employee then go on holiday for two weeks expecting them to run the whole show on his or her own?

Of course not. You can't do that with outsourcers either, unfortunately. It's simply a myth (perpetuated by boiler-room-esque development shops) that they are easier to manage than traditional employees.

NOTE: That's why at Dedicated Developers, we have managers responsible for ALL our developers and have them work in one of three high quality central offices so we can do the managing for you in an environment developers LOVE to work in. What's more, we provide high-end project management software so you always know EXACTLY what your outsourcers are doing at all times and they know what's expected of them.

There is no magic pill for solving this challenge; only rock-solid, meticulous (and yes, time-consuming) project management does the trick.

If you're planning to outsource development you need to be ready, willing, and able to take on the task of managing your new employee(s). The skills required are different from those for managing people in the same physical environment (or even time zone) as you.

It's not like you can just poke your head out your office door and say "get your backside off Facebook", "how's xyz project getting on; do you need anything?" or, "can we have a quick chat about x?"

Managing virtual employees is much more about managing results than behavior because honestly, there's very little you can do to stop them from taking Facebook breaks (yes, that is a real thing these days), working on the toilet (also common), or taking a

day off and working all night instead.

That's also why at Dedicated Developers we manage your outsourcer(s) in-house so you can get the best of both worlds.

If you're going to do it by yourself, then you have to be ruthlessly focused on results. You might as well say to your outsourcers:

"Listen, I don't care if you spend 23 hours a day doing nothing as long as you hit ALL your milestones, respond quickly, and take your job seriously."

Then at least you're only measuring what's important and they can't come to you with excuses about how you're not accommodating them, etc.

It also gives them freedom to work in a way that suits them and the opportunity to EXCEED your expectations; the chance to shine and be rewarded for it, which will separate the stars from the dead weight. And when you do identify the developers who don't perform…

You need to cut them out, remove them as soon as possible. It's best for you and best for them. Any attempt to continue a relationship that simply isn't working will just create unnecessary stress and expense for both of you.

NOTE: At Dedicated Developers, we perform a rigorous interview and trial process before we place a developer with a client project. But even then, if you're developer isn't working out for you, we encourage our clients to let us know and we'll find a replacement at OUR expense, even if we have to hire someone new.

Of course, these are general pieces of advice. Now you have the broad strokes of how to approach outsourcing successfully. It's time to move into the more in-depth, specific strategies you'll need to succeed.

What will you learn?

The benefits of outsourcing are so well known, it's almost redundant to mention them: lower costs, less stress, and faster turnaround times are the name of the game. Truth is…

Outsourcing can provide all these benefits, and more; but as you've already seen, it's not quite that simple. Studies have shown that more than half of outsourcing projects end up over budget,

essentially defeating the object of outsourcing in the first place.

The path of avoiding the pitfalls that cause projects to overrun and spiral out of control starts from the very beginning with the question "is outsourcing right for this project?" and ends only with final delivery of the project.

This book is going to take you through the whole process, from beginning to end so you're prepared for every eventuality. Each chapter will address a particular issue so you avoid the most pressing mistakes and make the right choices for your situation.

If you follow the advice we lay out, you will be in a position to have your software delivered on time, within scope, and on budget. What's more, that budget is likely to be far lower than you'd expect.

Here's a breakdown of what you'll discover in each chapter:

Chapter 1: When and WHY you should consider outsourcing web and mobile projects. Contrary to popular belief, it really isn't as simple as "outsourcing is always easier, faster, and cheaper." For outsourcing to be of use to you, your project must have several specific attributes and outcomes; otherwise it's likely to make your life harder and its development MORE expensive.

Chapter 2: Where should you outsource your web and mobile projects? Outsourcing is no longer a fringe idea; it's a widely-used practice AND there are now tons of different ways to do it. Should you outsource abroad or domestically; use a single freelancer (or a collection of them); hire a development team; do a joint venture with another company? We'll address all these questions for you and make it SUPER simple.

Chapter 3: How do you choose a web/mobile outsourcing vendor? Of course, once you know what KIND of vendor you're going with, you have to pick between different options. This is often overwhelming because there are so many variables to consider, and in many ways, the vendors can seem very similar. In this chapter, you'll discover the hidden distinctions that make all the difference AND how to find the right vendor for you.

Chapter 4: How do you keep control of your outsourced software

development? This is one of the biggest concerns you're likely to have and if you haven't yet considered it, you should. You need to make sure from the very beginning you are always in full control of your project: you own the code, you know how things are being achieved, and you have full control over how the project progresses. Without this, your project is likely to suffer and you could have work lost or stolen. We'll show you how to make sure you stay in the driver's seat.

Chapter 5: How do you measure the success of outsourcing? It's all well and good for us to say to stay in control of your projects, but in order to do so you need to know what to measure, right? In this chapter, you'll discover how to measure whether or not your project is on track for success AND how to bring it back on track (or make it even more successful).

Chapter 6: How do you protect your intellectual property? This is one of the biggest concerns our clients have and they're right. Protecting your intellectual property is an important subject, and in this chapter, we'll show you our full range of practical solutions for dealing with it.

Chapter 7: Which situations are best for outsourcing web and mobile projects; how do you know it will work for you? Aside from giving general guidelines, the best way we can help you decide if outsourcing is right for you is to give REAL life examples of situations where it has worked. The following are three examples of clients who've benefited hugely from outsourcing, each one in a different situation…

- Case study 1 - The Secret of Startup-land: a tale of bootstraps, sleepless nights and desperate measures.
- Case study 2 - Web Development and Online Marketing: Growing Pains, Bottlenecks and Endless Work.
- Case study 3 - How To Avoid Information (Marketing) Overload.

Chapter 8: What is the future of outsourcing; how do you future proof your projects? Even just over the last few years the landscape of outsourcing opportunities has changed drastically; more vendors are popping up, costs in some countries are rising, and it's

becoming increasingly difficult to find a stable, reputable, and cost-effective provider (unless you know where to look). However, there is one weird 'outsourcing niche' that is capable of delivering all the benefits of offshore development with very few of the drawbacks. We believe this is the future of outsourcing. In this chapter you'll discover what it is and how to use it for yourself.

Chapter 9: What are the biggest mistakes to avoid? In this chapter, you'll discover the most common AND most dangerous outsourcing mistakes. Then we'll reveal the simplest, most cost-effective ways to avoid them BEFORE they throw your project (and budget) off track.

Bonus Quiz: "Should I outsource my next project?" For those of you who want a quick answer to know whether you should pursue outsourcing, we've provided this simple quiz. If you answer all the questions, you'll get a "yes" or a "no," so you're absolutely clear whether or not outsourcing is right for your project.

Encore Bonus Quiz: Are you a good fit to work with Dedicated Developers? Unfortunately, we don't have the capacity to work with everyone because quite frankly, we only work with "A-rated" developers AND "A-rated" clients. If after reading this book you feel working with us may be right for you, then this short quiz will tell you if we're likely to be a good fit for each other.

Real Life Case Studies: What's it like to work with Dedicated Developers? Real life case studies of clients who've achieved success working with Dedicated Developers. They tell of the challenges they were facing, and how Dedicated Developers helped them overcome them, and how their businesses have thrived.
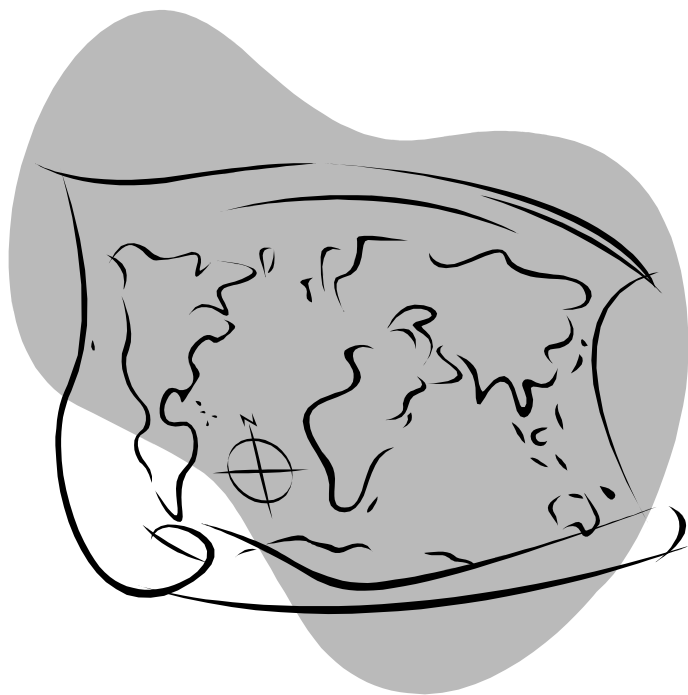
Chapter 1

WHEN AND WHY YOU SHOULD CONSIDER OUTSOURCING WEB AND MOBILE PROJECTS

"Now that I had the reliable outsourced employee from Dedicated Developers, I could quote my clients for other services so they stay with me rather than going to someone else. That means more income."

~ Chelsea O'Brien ~ President ~ Tech Diva Media ~
www.TechDivaMedia.com

I f you're seriously considering outsourcing, then I have one very simple piece of advice for you: "woooooah there, wind back a minute, let's not get too excited; at least, not YET"…

You see, the vast majority of outsourcing mistakes and disasters happen for one of two reasons:

1. *Outsourcing the wrong things for the wrong reasons.* "These US engineers are so darned expensive: let's hire some overseas people, they're so much cheaper AND I bet, just as good… While we're at it, let's do the same for accounting too, I can't stand our accountants."
2. *Setting unrealistic expectations.* "Outsourcing this project will cut costs by 76%, improve quality AND allow me to play golf every Friday rather than having those horrible team meetings."

If you've ever seen an article suggesting outsourcing saves less than what some rock bottom, bare bones outsourcing companies claim, you can bet your bottom dollar someone (either the vendor or the client) made one of these two mistakes.

Yes, when done properly, outsourcing will reduce costs, increase quality, and save time. However, if you take the wrong approach, you're likely to make things worse rather than better.

For example, deciding out of the blue to outsource accounting and software development at the same time, to the same vendor is a recipe for complete disaster.

Those two functions have nothing to do with each other and require completely different approaches to outsourcing.

If you're going to lump these two projects together, you're

going to end up with less savings, less efficiency and MORE stress than you'd hoped, simple as that.

Of course, it's not as simple as "avoiding stupid assumptions", knowing when to outsource is more complicated than that…

There are really only 5 situations in which you should seriously consider outsourcing, we'll go over each of them in a moment but first let's have a look at a realistic, simple example of savings you can get from outsourcing.

Imagine you want to outsource a single software development project. To do it in-house you'd need 25 dedicated engineers working for around 12 months. How much do you think you're likely to save by doing the work in India instead of the US?

Let's say you go with one of the more expensive offshore outsourcing vendors, which will probably cost you $5,000 per engineer per month. Compared to the price of a skilled employee in the US, that's a steal at probably around half the cost.

More specifically you'd be saving $5,000 x 25 engineer x 12 months = $1,500,000 ($1.5 million). Impressive savings, right?

Does all that come at a cost? Of course it does. Is it easy to coordinate a project half way across the world? Even with the help of the Internet for things like e-mail, instant messaging and project management software, it's never going to be easy.

Yet, the huge cost savings and increase in quality more than make up for it.

The ONLY 5 Situations When You Should Outsource

There are only 5 situations when you should ever consider outsourcing: four will increase your success and one will save your ass from potential disaster.

If any of these 5 fits your situation keep reading; if not then outsourcing isn't for you:

1. You're creating your first software product, or a new, or additional, software application.
2. You want to support or augment your in-house development team.
3. You need to provide ongoing maintenance programming for an existing product.
4. You need to cut the burn rate or your company will simply have to slow down or cancel your web or mobile project.

5. Gain Access to World Class Talent – The talent needed to execute your project is not readily available in your home country or your internal company and you want to maximize the use of talent in other parts of the world.

We're going to go through each of these situations in detail so feel free to skip to the ones most relevant to you.

Creating your first software product or a new, or additional, software application

If you're creating your first software product then outsourcing is only going to be useful in specific circumstances: specifically, when you have a VERY clear idea of what your product specifications are. In layman's terms, what it will look like, what it will do, and how it will do it (at least from the user's perspective).

For example, if you're an entrepreneur creating a new online productivity tool for other entrepreneurs, then you're going to need a pretty good idea of what features you want BEFORE you start outsourcing.

You don't need to program anything; just write it down or draw it on a piece of paper – whatever you need to do to get your ideas clear in your head so you can communicate them to your developer. Otherwise, you'll waste huge amounts of time and money going backwards and forwards changing things.

On the other hand, if you're just looking to provide a more standard software product to a new audience, for example, then you can outsource much earlier in the process because your specifications are easier to define.

In an ideal world, you'll outsource from version 1.0 of your product so you can have consistency in the team you use. This will dramatically accelerate your time to market and the speed at which you can innovate, add new features, etc.

Let's say you've discovered a new need in the market that you really want to fill with an add-on to an existing product but your internal development team is fully tied up with existing projects. This is an excellent time to consider outsourcing…

You can begin work on a new product or offering without disrupting your internal team AND get a new outsourced team set up so you can increase your development capacity.

This is usually a very easy type of project to outsource because the scope is clearly defined and you have existing documentation or even code (from your core product) to give to your new team.

If you need a testing ground for outsourcing, there's arguably no better project than adding features to an existing product.

Augmenting Your Existing Team

If you already have an in-house development team and you're considering outsourcing, then THIS is where you should start.

It would be a bad idea to immediately throw out your current team and replace them with an outsourced one because you'll inevitably encounter teething problems, and you really do NOT want them to affect your day-to-day business.

Augmenting your current team will not only give you more raw manpower but also access to technical expertise missing from your current team at a much lower cost than hiring another in-house team member.

You also gain the added benefit of being able try outsourcing different processes one at a time. You can start with specific technical jobs your team can't handle on their own, then let the new guys try some testing and quality assurance to make sure they are working out before letting them loose on your project at large.

Overall, the biggest benefit you gain is lack of risk, because you can avoid delegating mission critical tasks or make-or-break features until you're completely happy with your new team.

Handling Maintenance Programming

If you're looking for another safe way to test outsourcing and you need someone to handle non-critical feature upgrades or legacy versions of your software, then THIS is a great place to start…

With a proper induction and initial ramp-up or testing period, it's pretty simple for your outsourced team to begin supporting or adding new features to your existing code.

However, it's important to note that limiting your outsourcing activities to this kind of capacity would be a great shame.

If you're going to go to the trouble of creating this kind of arrangement, you might as well find a skilled, professional team who can create new software as well. The extra effort involved is negligible compared to the benefits you'll gain in the long run.

Cutting the Burn Rate

If you rely heavily on expensive in-house or domestic software engineers and you need to cut the rate at which you're spending capital, you can find yourself in a very difficult situation.

Things can get especially bad if you still have work to do on your software but literally have to sack your development team to avoid going under.

In these cases, outsourcing is really your only choice. I won't sugar coat things though; it won't be easy.

You'll need a transition period where your employees slowly hand over control to your new outsourced team – something that is never easy when they know they're going to lose their jobs.

The only way to deal with this is honest, open communication from the very beginning. I wish you the best of luck.

Of course, ideally you'd have outsourced much earlier or at least augmented your team to provide a level of redundancy and flexibility.

If you find yourself in a situation where you COULD reach the point of no return outlined above, then I urge you to start outsourcing now so you can cut costs over time. It really could be a matter of life or death.

Gain Access to World Class Talent

For small start-up businesses seeking investors and partners, showing that the company outsources its non-core functions to a professional, bonded, insured service provider firm with secure technology will help potential investors realize the start-up owner is running the business well. Also, the talent development aspect of developing non-core functions of a business take time, focus and money. This is often best left to the experts.

Key Takeaways

1. Most outsourcing mistakes are caused by:
   a. *Outsourcing the wrong things for the wrong reasons.* "These US engineers are so darn expensive let's hire some overseas people, they're so much cheaper AND I bet, just as good… While we're at it, let's do the same for accounting too, I can't stand our accountants."
   b. *Setting unrealistic expectations.* "Outsourcing this project will cut costs by 76%, improve quality AND allow me play golf every Friday, rather than having those horrible team meetings."]
2. ONLY outsource if one of these applies to you:
   a. You're creating your first software product, or a new, or additional, software application.
   b. You want to support or augment your in-house development team.
   c. You need to provide ongoing maintenance programming for an existing product.
   d. You need to cut the burn rate or your company will simply have to slow down or cancel your web or mobile project.
   e. Gain Access to World Class Talent – The talent needed to execute your project is not readily available in your home country or your internal company and you want to maximize the use of talent in other parts of the world.

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"It's like I'm on the Fast-Path to Niche Domination with an 18 month development time savings and a 60% savings over local providers. That couldn't have happened without Dedicated Developers."

~ Jane Nguyen ~ CEO and Founder ~
~ Complete Business Accounting ~
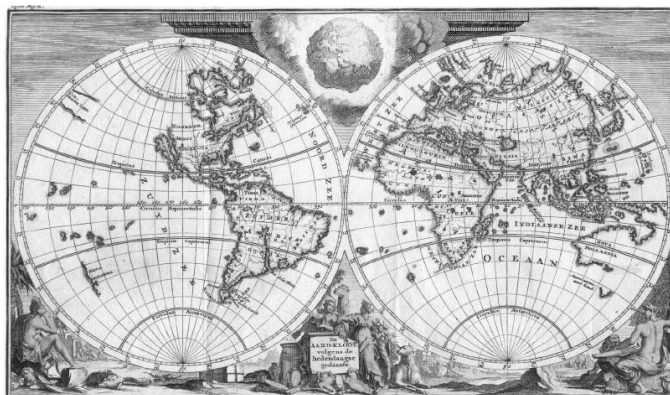
Chapter 2

WHERE SHOULD YOU OUTSOURCE YOUR WEB AND MOBILE PROJECTS?

"We're saving around 50% on costs, productivity is up 75% to 100%, we're seeing a 250% ROI and I'm less stressed than ever before! I highly recommend DedicatedDevelopers.com."

~ Steve Schmidt ~ President ~ Effect Web Agency ~
www.EffectWebAgency.com

T he world is a complicated, ever-changing place. This is never truer than it is for the world of outsourcing. There are always new 'centers of excellence' popping up, places where you can supposedly find the 'world's best Java developers,' the 'kings of .NET" or the 'heroes of iOS.' Let me tell you…

You Can Find Good Developers Everywhere And You're About To Discover The Top, Most Sensible And Stable Options

Before we dive into that however, there are some problems with outsourcing in general that you should know about…

Common Challenges With Outsourcing… Wherever You Do It

- Time zones – Most places worth outsourcing to are in a different time zone to the US, and often the time disparity is quite large. You'll need to work with any potential vendors to come up with a communication plan before you commit to anything. Otherwise, you may find it very difficult to keep your project on track. For example, if your vendors workday begins as yours finishes (or vice versa) then you'll have very limited opportunities for live one on one interaction.
- Corruption – In many places across the world, there are problems with corruption that may affect your ability to outsource there effectively. For instance, political corruption

can result in increased costs, theft of your software, or you may even be asked to engage in something illegal, such as a bribe (say no, obviously).

- Language – Most of the best places to outsource have a first language other than English. Levels of fluency in written and spoken English vary greatly between countries, and even from region to region, so you'll need to make a calculation as to how important this is to your project.

China

If you're looking for a low-cost option, you can't do much better than China. You should however be aware of a few major challenges common to doing business there:

- There is a massive and ever-growing pool of well-trained engineers, and since China is the hub of the consumer electronics industry, you will also find plenty of highly skilled technical resources there as well.
- There is a distinct lack of technical and business management experience among many Chinese developers; so your efforts will be most effective if you're prepared to micromanage the project yourself.
- The Government structure favors local (Chinese) businesses so it is important that you have a tie up with a locally led business in order to ensure your success.

Russia

If you're looking for skilled professionals who can carry out complicated programming projects, then Russia MIGHT be the right place for you. Here are the main things you need to consider:

- Russia is lacking laws to protect intellectual property, so make sure not to outsource anything with a high level of proprietary or "market-differentiating" stuff.
- Russia is much better for complicated, mathematics heavy projects. Simpler projects can be significantly cheaper and just as effective elsewhere.

Canada

If you're happy with minimal cost-savings and you want somewhere culturally similar to work with and easy to travel to, then Canada may be right for you. You should seriously consider Canada as an option if:

- You're highly motivated to visit your outsourced team in person for some reason.
- You're prepared to setup a foreign subsidiary of your company in Canada in order to qualify for their generous tax breaks (this is likely the ONLY way outsourcing there will cut costs).

Philippines

If you're looking for a large pool of mildly skilled, English-speaking programmers then you could consider the Philippines. In particular you'll consider outsourcing there if:

- You're prepared to manage the project yourself since there is a lack of project management experience in Philippines.
- Your project is relatively straight forward, with well-defined specifications. More complicated or innovation-heavy projects may not be a good fit with the relaxed and carefree culture.

Vietnam

If you're looking for very cheap prices and your project can easily be defined in written form, then Vietnam may be for you. Some things to consider:

- Vietnamese engineers are usually highly skilled and well versed in professional software development and formal methods.
- As in China, IP laws are still in their infancy and illegal copying or theft of software is common.

Mexico

If you're looking for standard business software development and/or bilingual support (English + Spanish) for your project, then it's worth considering Mexico:

- In projects that require close collaboration between your internal and outsourced teams, outsourcing to Mexico makes this easier. Trade agreements and geographical proximity mean Mexican engineers can and often will stay in the US for extended periods of time when a project requires it.
- Non-standard, innovation-heavy or scientific projects are NOT suited to Mexico because the skills simply aren't there.

India

If you think of India as the capital of outsourcing then you'd be right. It is by far the most popular option and largely, for good reason. Here is the naked truth about outsourcing in India:

- The prices are some of the most competitive available, certainly considering the skill level of the workforce.
- There is a broad range of experience and expertise available among the workforce so as long as your project is not heavily scientific or complex. India has you more than covered in terms of skills.
- There are well-entrenched IP and contract laws to protect your software from copying or theft.

Why Dedicated Developers Chose to Setup Shop in India AND How We Mitigated the Risks of Doing So

At Dedicated Developers, you could say we are slightly biased because our workforce is based in India. However, you'd be mistaken if you think I'm going suggest outsourcing there is right for everyone, because it isn't.

There are a number of challenges with outsourcing to India and since it's our mission to try to negate them for our customers, we're more aware of them than most.

First, the huge demand for developers means you can find yourself stuck with anything from a "software sweat shop," where talented developers are so poorly paid they swap jobs at the first

sight of greener pastures, to solo developers who lack the skills or discipline to come through for you and who work out of a basement.

Compounding this problem is the fact that the popularity of outsourcing in India means that despite the large pool of talent there are too many jobs and not enough engineers to fill them. As a result, many vendors have trouble with employee attrition and rapidly inflating wages. When choosing a vendor, make sure they provide a good enough deal to keep engineers for the long-term (or at least the duration of your project). The upside is the competition means good vendors are generally VERY competent and professional.

Our solution (one of many around, but it works) is to hire only the best developers and provide them with a working environment that is second to none so we can provide our clients with access to world-class development skills without the hassle of freelancers or cost and responsibility of in-house staff.

Of course, the downside is we can only take on a limited number of clients. Yet, if this sounds like an outsourcing setup you'd be interested in, please take the quiz at the very end of the book to see if we're a good fit to work together.

The 12-13 hour time difference can also be both a blessing and a curse. If you need to be in constant touch and dislike early morning phone calls, it can suck.

On the other hand, if you like to run a 24 hour development cycle, or your Indian team works independently, it can be pretty much perfect.

We mitigate this problem by having a US based management team so you can have contact with your team almost 24 hours a day, 365 days a year, so you never have to worry about time off, sick days or employee headaches.

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"…With our Dedicated Developer we save around 40 to 50 hours a month and we're producing $2,000.00 or more a week in additional revenue. I can't recommend DedicatedDevelopers.com highly enough."

~ Jovan Will ~ President, Co-Founder ~ Alpha Advisor Academy ~

Chapter 3

HOW DO YOU CHOOSE A WEB AND MOBILE OUTSOURCING VENDOR?

"I contacted seven developers before Dedicated Developers and not one of them could help me! They all said they thought my project was possible but they didn't know how to do it. That's not good enough for me... had Thomas Edison said that we'd all be walking around in the dark. Thankfully Ontraport's management team highly recommended us to hook up with Dedicated Developers and they not only completed my project on time but I'm seeing an overall reduction of 25% in on-going development costs and a 30% increase in productivity. I couldn't recommend them highly enough."

~ Tom Richard ~ CMO, Marketing Director ~ GymSource ~
www.GymSource.com

Outsourcing is like dating. By far the most important part of the process is selection; picking the right partner. Of course, the question is…

How Do You Pick The Right Vendor?

In this chapter we'll show you a very simple process to do just that so you can avoid a disaster and enjoy the many benefits of outsourcing the RIGHT way.

The First Rule Of Vendor Selection

You are NOT purchasing a service. If you approach outsourcing like you'd approach finding any other vendor, you'll fail miserably for one simple reason…

These people are going to be creating your product, building your website or doing other things that will directly affect your customers. What's more, they'll be doing so as part of your team, working with you every day.

It isn't good enough for a prospective vendor to be competitively priced, have good reviews, or even to have the best talent.

They need to share your values, work ethic, and be a good cultural fit for your organization. Put simply…

Hiring An Outsourcing Vendor Is Very Similar To Hiring An Employee

Among other things, you need to know exactly what you're looking for before carefully evaluating the candidates, interviewing them, and eventually hiring the most suitable.

Of course, this probably slightly put you off outsourcing. I mean seriously, if it's going to be as much of a hassle as hiring someone, who can be bothered. Relax. We're going to make it really simple: 3-step simple.

Once you start looking at all the different options available to you, you'll very quickly realize there are frankly an overwhelming number of vendors from which to choose.

While it's nice to have a lot of choice, it can also be paralyzing. So you'll need a process to help you sift through the many options.

To make this as easy as possible for you, we're going to outline a very simple, proven process you can use immediately.

The three steps we suggest are:
1. Search – find vendors you want to consider.
2. Assess – assess your short-list.
3. Choose – Choose the winner.

Let's look at each step in turn so you can see how the process works and follow it for yourself. This brings us to step one.

Step One: Search – Find vendors you want to consider

First of all, you want to identify a very simple set of criteria so you can generate a list of potential vendors who may work out.

For example, you may decide vendors are only worth considering if:
1. They are specialists in iOS and Android development.
2. They have experience creating cloud-hosted consumer applications.
3. They've been around for longer than 3 years.

You want to have no more than 20 vendors in your initial list, otherwise it's just going to get unwieldy and be more confusing than helpful. You're probably wondering…

How do I find these vendors?

There are really three ways you can go about building a list of potential vendors: reference, Internet search, or advertising.

If we're being 100% honest, things are much easier if you can find someone to refer a vendor to you so you know they're legit and can follow through on their promises.

Without a referral from someone trustworthy, it isn't uncommon for your search to take months until you find a vendor that meets your requirements.

However, you should be careful of jumping straight in when someone recommends a vendor. Just because they worked well with your friend or client doesn't mean they are a good fit for you. The truth is…

Even with the best intentions in the world, personal bias and/or undisclosed conflicts of interest have ruined many relationships, as a result of a bad referral.

If you're considering going with a vendor who's been referred to you, make sure to use the 3-step formula to check them against other vendors as well, rather than just jumping in the deep end.

Whether you go with them in the end or not you'll be pleased you took the time to make sure you made the right decision.

Google is your friend

Whether or not you have referrals to fall back on, you'd be silly not to do a thorough Internet search for appropriate vendors.

All outsourcing vendors worth their salt will have a proper strategy for getting themselves seen through search engines. Of course, the irony here is some vendors will be good at search engine optimization but very poor at coding; so keep your wits about you and don't bother adding anyone to the list who doesn't seem to know what they're talking about.

The best way to Google for vendors is to search for the type of development you're looking for plus "outsourcing." For example, you might search for "C++ outsourcing" or "iOS outsourcing."

You will inevitably end up with many more vendors than you can fit on your list, so just pick the best-looking ones; we'll narrow them down later.

Good old-fashioned advertising

The best way to get really motivated and potentially high-quality vendors is to advertise.

You can try websites like www.Elance.com, but honestly, most of the vendors on there will be lone freelancers or low-quality "sweat-shop" type development shops.

You're much better off just "putting feelers out," and letting people know you're looking for a high-quality outsourcing vendor, or pay for an ad on LinkedIn – whatever you can do to get the word out.

Just don't make it too easy. You want applicants to have to justify themselves to you; to prove they've researched your business and your project so you know they're capable and serious.

As a conclusion, you can see it's pretty easy to find outsourcing vendors. You're challenge is much more likely to be selecting the right one. Which is what we're about to cover…

Step Two: Assess Your Short-List

Now you've made yourself a short-list of vendors, your next step is to narrow it down to just two or three potentials you really think you could work with.

The three most important criteria you need to assess at this stage are:

1. Technical skills
2. Experience with projects of the same scope as yours
3. Overlap OR compatibility with your workday

Of course, there are tons of different criteria you can look at, and we'll talk about some of those along the way. The three above are, by far, the most important.

Basically, any of these different criteria can be lumped together as either technical or business related. Technical includes anything concerning the team's ability to actually deliver your product. Do they have the right experience in iOS, Java, .NET or whatever it is you need? Do they share your software development methodology? Do they have the same beliefs about user experience, etc.?

Business criteria are more about the cost or logistics of the project and vendor. What price are they proposing? Do they have the resources or right team to deliver your project? Are they too big? Too small?

You also need to consider if they have the right organizational culture and processes to make sure your intellectual property is protected. The best way to assess such is to ask what they've done for previous clients. Moving on…

With the general stuff aside, let's look individually at the three most important criteria for selecting your vendor.

Assessing Technical Competence

Before starting a project with any vendor, you need to do your best to ensure they REALLY do have the technical skills you need to complete your project. The best way to do this is to ask if they've successfully completed projects for other clients using the same technology.

It's NOT as simple as asking, "Can you do iOS, Android and .NET projects?" because most vendors will have some experience in all of those: they'll have at least dabbled in them. The REAL question is: Do they specialize in the technology you need?

Ideally, you need to find a vendor that specializes in the particular 'cocktail' of tools you intend to use.

You really cannot take this part too seriously so don't even think about settling for a simple verbal "of course we can build that." You need to see EXAMPLES and hear explanations of how they created them. They should be able to convince you they truly understand the technology they'll be using.

The biggest tip we can give is to work out your top three most critical technical skills, the three you cannot do without. Don't be tempted to look at more because you'll just get caught up in stuff that doesn't matter and probably end up picking a vendor for the wrong reasons.

Size DOES Matter

If you pick a vendor that's the wrong size for your project you'll cause yourself unnecessary headaches.

Do you have a really big multiplatform project with tons of moving parts and more money on the line than a first mortgage?

Hiring a small vendor with only a few engineers, no matter how skilled they are, is likely to spell disaster. Expect everything to be late and buggy at best – that's if they don't burn out and throw in the towel first.

You'll be much better off hiring a bigger firm with some level of redundancy and the capacity to expand your team if necessary.

Do you have a small yet specialized project that needs personal attention and continuity to succeed?

Then you should stay away from any large, unwieldy development shops that lack the ability to give your project that individual touch. You'll find yourself in a situation where every five minutes you're dealing with a new developer going "what exactly am I doing, sir?" or "the previous guy's code makes no sense."

For smaller more specialized projects you need a team who is hungry for your business and therefore, eager to please; a team who'll stay up all night to get your code just right and be there from beginning to end so you can have quality AND continuity.

If that all sounds a bit overwhelming, here's the simple breakdown…

The typical size of a business software development team is between 5 and 25 engineers. The fewer engineers (and therefore, redundancy) you have, the more important individual skills, work ethic and experience are.

The more engineers you have, the more important management and communication structures are and frankly, in bigger projects, they become the main determinant of success.

If you only need one or two engineers then you can assume the role of management yourself and as long as you do it properly, you'll get the best results hiring individual freelancers on a website like www.Elance.com.

For anything bigger, you WILL need to hire a team that can work together and bring their own management structure.

What's more, in situations where you need a number of

engineers, the quality of communication and management is far more important than the skills of the individuals. Don't get caught up reading impressive resumes, and miss a serious case of shoddy management.

Remember, as you've already learned – hiring a development team is NOT like purchasing a service, it's far more like hiring a normal employee.

Step 3: Choose a winner

Now you have your short-list of vendors who all fit your most important criteria. The question is: how do you choose a winner?

Honestly, you're going to have to look at each option in detail and use some sort of objective process to rate them against each other.

You should use a process that works for your project. You might need to make your own individual changes, but here are the most important things we suggest you do:

1. Get some testimonials; what do their other clients think?
2. Read some resumes; what skills do their engineers have?
3. Investigate rates and terms; how do the quotes match up, are they within budget, do they seem reasonable?
4. Do a test run; get them to do a small test project to see how you work together

What do their other clients think?

NEVER go with a vendor who has less than stellar references; it just isn't worth it. You want to pick a vendor with clients that rave about them, clients who use them for EVERYTHING and have done so for years.

Ideally, you want references from clients who are in the same country as you because they are the most likely to have had a similar experience to what you will. However, you'd be silly just to discount someone because they've never worked with an American company if they have otherwise brilliant testimonials.

In terms of specific questions you should ask, you should generally focus on the EXPERIENCE of working with this particular vendor:

1. How creative are they at finding solutions to problems or

simply better ways of doing things?
2. Do they work together effectively?   How well do they communicate as a team?
3. How much management do you have to do as client? Will they operate independently, or do they need ongoing direction?
4. Were there any problems or issues?

Why resumes are often a waste of time

When you hire an outsourced team, that's exactly what you're hiring… a TEAM. The skills of the individuals matter a lot less than the team's ability to deliver as a whole.

Often, if you receive a stack of resumes, the people who end up working on your project will be completely different from the ones in front of you. Team members will change, as the skills needed for a particular project will often require bringing in a developer who's resume you may not have seen originally.

So you're probably wondering…

Why look at resumes at all?

Here's the thing, they give you a snapshot of the skills your engineers are likely to have and thus, a good idea of the team's expertise as a whole.

Also, when you get closer to hiring a team you can get a bit more serious and ask them to assign engineers to your project so you can vet them. At this stage, it's not uncommon for a client to ask to interview engineers by phone or instant message.

This is one of your best opportunities to really find out for yourself if these are people you can work with. Try to ask them questions about past projects what they might do for your project, or give them a random issue to solve so you can see how they deal with things.

How to get a good deal

Let's be totally honest here, one of your biggest motivations for outsourcing is saving a boatload of your hard-earned cash. Am I right?

The good news is, you can absolutely achieve that and you should EXPECT to do so because not only are most vendors' rates very reasonable, they are often negotiable.

Just be careful not to drive too hard of a bargain, especially if you're going to make the mistake of comparing outsourced apples to outsourced oranges, which is very common…

"I can get a very committed, skilled guy in the Philippines to do this for less than $10 an hour and you're asking me to pay HOW MUCH?" You wouldn't believe the number of times we've heard that and we understand why but here's the thing:

As you just learned, you're hiring a TEAM with all the benefits and costs associated with such. It costs a lot in overhead to pay for offices, salaries, computers, software licenses, etc.; so you will pay more than you would for an individual programmer.

What's more, it's significantly cheaper than hiring a team of the same skill level in the US; so don't make the mistake of comparing outsourced apples to outsourced oranges.

You will very quickly discover that pretty much everything is negotiable when it comes to pricing and terms, so it's very tempting to make compromises you wouldn't normally consider.

For example, NEVER give away ownership of your source code and ALWAYS make sure the work is done under a proper nondisclosure agreement.

Why you should use a pilot project

If you feel a bit of trepidation at the idea of using an untested developer to create a key part of your software, then you're not alone. Many companies feel that way and so vendors are used to committing to short-term pilot projects that allow clients to see if they're a good fit.

Generally this is seen as good for both sides because it allows vendors to prove their worth and clients to make sure they're going with the right person. What's more, it mitigates a lot of the risk associated with outsourcing abroad because you can identify any

problems before there is anything valuable on the line.

More specifically, there are three reasons you should seriously consider running a pilot project with a vendor:

1. Even when the vendor is a good fit for your project, you're almost certainly going to come across communication challenges or that you need to iron out before you can work together effectively. A pilot project allows you to do this deliberately and efficiently. For example, see how well they work to your specifications, how good they are at asking for direction when necessary, and how they respond to any changes in said specifications. If they're worth it, they'll respond well to all those tests.
2. You can also test their technical abilities; do they have the experience they say they have?
3. Finally, you might as well get something concrete out of the pilot so try asking them to implement a set of non-critical features so you can get a feel for how well the team works, and some new code you can actually use.

Should you pay for a pilot project?

That really depends on the situation. If there is a lot of competition or they are very confident they will win your business, some vendors will offer a short pilot project free. Generally, these will be much smaller projects lasting no more than a week.

Even so, these shorter projects can be very valuable exercises, especially if you take the advice above and have the vendor implement some non-critical features for you. If they've had experience with similar projects in the past, you can often end up with something very significant, especially if they're keen to over-deliver, which they should be.

You may be thinking it sounds like an awful lot of work to come up with an entire project and specifications and then manage a new team for a week "just to see if they're a good fit." If so, you're mistaken because such an approach will save you huge amounts of time, energy, and MONEY in the long run.

Just think, once you've completed a pilot project with a vendor who's worked out and proved their worth, you'll be ready to move forward with your main project, safe in the knowledge that it will be delivered on-time, on-scope, and on-budget.

Key Takeaways

1. The three steps we suggest are:
   a. Search – find vendors you want to consider
   b. Assess – assess your short list
   c. Choose – choose the winner
2. Search for prospective vendors and create a short-list by:
   a. Identifying a list of key criteria, 'MUST-haves' for your vendor
   b. Advertising by searching Google, paying for ads (on LinkedIn etc.) and 'putting feelers out' in your network.
3. Assess your short-list for:
   a. Technical skills
   b. Experience with projects of the same scope as yours
   c. Overlap OR compatibility with your workday
4. Choose a winner by:
   a. Getting some testimonials; what do their other clients think?
   b. Reading some resumes; what skills do their engineers have?
   c. Investigating rates and terms; how do the quotes match up, are they within budget, do they seem reasonable?
   d. Doing a test run; get them to do a small test project to see how you work together.

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"Vishal and his team at Dedicated Developers are superb. Very thorough, competent and highly professional. Vishal and company are very creative and are willing to share ideas."

~ Perry Simpson ~ Founder ~ Razorama ~
www.Razorama.com

Chapter 4

HOW DO YOU KEEP CONTROL OF YOUR OUTSOURCED SOFTWARE DEVELOPMENT?

"I have hired them and several companies I personally know have hired them to hire designers and developers and we have had great experience with them."
~ Eben Pagan ~ Hot Topic Media ~

T here's no doubt one of the most critical success factors in outsourcing is keeping control of your project, keeping it on track. If you've followed the directions so far, then it's safe to say you're going to choose a good vendor. However, this is only half the battle for keeping control of your project…

Even when you have a really great team who you're comfortable communicating with on a personal level, it's not uncommon to encounter communication challenges with organization and progress tracking.

To cut a potentially long story short, regardless of how good your vendor is you need to have a process, a system to control their activities, track their progress and correct problems BEFORE they get out of hand.

Just a quick warning, there are quite literally tons of books about managing software projects. Going near them is like opening a can of worms, and you'll just paralyze yourself with confusion if you start diving into them.

This chapter will give you EVERYTHING you need to get on the right track; and honestly, these days, any vendor worth the money will have their own systems for dealing with these things.

You simply need to be aware of how these kinds of systems work so you can use them yourself and ensure your vendor is using best practices.

Software Management Tools

Let's be honest here; it would be weird if an industry full of software engineers didn't create its own software to manage itself. Thus, what you have is an almost limitless supply of different

software tools to manage your outsourced project.

There is software designed to aid everything from software development, project schedule and cost management, and team collaboration, to project management and IT governance.

There are literally so many different software programs it would be impossible to list them all here. Besides, the particular program you pick is far less important than having an understanding of what each category of program is for and what it can do for you.

During the rest of this chapter, we'll look at a selection of the tools that are most likely to be of use to you.

Software development tools

Developing software is a complicated process with lots of moving parts and plenty of potential for little (or big) things to be missed. Even when there is only one person on a team, there are so many little things to track, that without some way to centralize and control the process, it becomes almost impossible to work efficiently.

As a solution to this, software development tools create an environment so a team can manage their work in one place.

Your typical software development tool will help you control the flow of information of requirements capture, software design, source code control, and defect tracking.

There are three main areas where these tools can be of use to you:

Requirements management and software design

By far the most critical success factor in software development is defining and reviewing the scope of the project, and what the software should do. In other words, what features are in, and what features are out.

In all honesty, most projects don't require software in order to do this successfully. However, large or more complicated projects software can be very useful for keeping track of large feature sets and ensuring everything is implemented.

There are a range of different tools available to deal with this, some of which are open source; others tend to be high-end, sophisticated and, thus, expensive.

Source code control

If you're project is going to require any more than just one engineer then you're going to need some kind of software to keep all the different versions of your source code.

Initially, the biggest decision you're going to need to make is who's going to store your source code. Are you going to let your vendor keep hold of it on their server or are you going to require them to store it on yours?

The answer really depends on how much your trust your vendor, and if you do decide to let them store the code, make sure they send you copies at regular intervals.

For the vast majority of projects, there are open source tools available. Usually, offshore vendors will be happy to go with the client's preference in terms of which tool to use.

For more complicated projects, particularly those where your software needs to be tailored for each of your clients, you may need to invest in a commercial tool. If so, you will need a license for each developer working on the project.

Before you go and invest in a commercial license however, make sure to consult with your vendor to see if there is a sensible way to avoid the extra cost. It may be, for example, that you can customize each installation of your software on site with clients, allowing you to avoid the need to purchase expensive software to do this for you.

Defect tracking

One of the most inevitable problems with software development is defects or 'bugs.'

These days there are plenty of very effective defect tracking programs that run securely through your web browser via the Internet. Generally, these will allow developers to upload documents, screen shots, error messages, and whatever else is necessary for each bug report.

You'll also need bug-tracking software that allows programmers to prioritize bugs, decide who is responsible for fixing what, and report when they've been fixed. Essentially, it's a very specific kind of project management tool.

There are many open source tools around for bug tracking and

generally, you'll only need to purchase a commercial tool if you need to more options in terms of how you tie defects to your specification and QA process. Your vendor will be able to give you a helping hand to decide which solution is most appropriate.

Collaboration tools

One of the best ways to ensure communication between you, your vendor and its programmers is as efficient as possible is to use a collaboration tool.

Collaborating effectively is critical for two important reasons:

1. Initially, you need to be able to fully articulate the requirements of your software so your developers can get it right.
2. Further down the line, you need to be able to respond to issues or make your opinion heard on various options, etc.
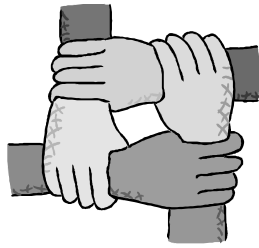
For the most part, collaboration tools can be broken down into three different functions (some tools are a combination of all three):

1. Communications: e-mail, fax, audio, wikis, IM. Any kind of communication that isn't necessarily live.
2. Conferencing: conference calls, screen sharing, chat rooms, and video conferencing, for example.
3. Collaborative management tools: Calendars, project management schedules, document sharing, etc.

These days, all these tools are cheap and readily available. Your biggest challenge will be picking your favorite.

Project management tools

One of your biggest worries when outsourcing is going to be 'seeing' the progress that's being made and making sure you feel in control of the situation. Modern project management tools make this extremely intuitive and easy to manage.

The vast majority of these tools are online and they allow you and your team to see EXACTLY what's going on, who is responsible for what, and when everything is going to be delivered

at the click of a mouse.

Using these simple tools you can assign people and resources to different tasks then combine groups of tasks into milestones. In many cases, this allows you to predict problems before they occur. What's more, it's generally easy to see WHY, fix it, and change your strategy to avoid similar situations in the future.

You can even track progress in terms of percentage completed and assign a financial value to each tasks. Most software will also show you what tasks need to be completed, in what order, to reach milestones in time.

Your day-to-day experience with project management tools will be a lot less complicated than it sounds here because in general your vendor will deal with it. You will simply need to keep track of the big picture and contribute where necessary.

Keeping in touch with your vendor

By now you realize how important it is to keep in contact with your vendor and you've discovered some tools to help you do that. The question now is: HOW do you fit it all together?

It all seems very simple on the surface, but when you're in different time zones, with different accents it's never going to be THAT easy. You need a proper system for dealing with these challenges if you're going to be successful.

Poor communication is often more of a challenge than intellectual property issues or even the inevitable development problems you're bound to experience. When it's working hours in the US, your outsourced team may well be asleep so there's no way you can swap documents or have a quick chat during the day.

You can try daily phone meetings in the morning or evening but nobody is going to be at their best and even with the best motivation in the world, everyone is going to DREAD them.

The ONLY way to make the situation work is to develop processes and systems that make it efficient for everyone. If that sounds impossible, don't worry, it's NOT. People do it successfully all the time.

For example, one idea that works very well for many people is to have weekly conference calls with well-defined goals and objectives so everyone can get most of what they need in one go. Then for the rest of the week, the team can communicate through

e-mail and instant messages.

Of course, things will be a lot easier if you use the kind of software tools outlined in the last chapter. Here's a quick summary of the type of tools you should be using:

- *Project management:* Remain in control of your project by tracking tasks, milestone dates, scope, and budget.
- *Time recording:* Track how efficiently development is progressing by comparing time spent on individual tasks with planned estimates.
- *Document management:* Ensure your team can effectively and efficiently share and manage key documents without hassle or confusion.
- *Requirements management and traceability:* Keep track of your project scope so everyone knows what features are in and out EVEN when there are changes, which are often inevitable.
- *Issue tracking and defect tracking:* Keep on top of bugs and who is responsible for what, so they always get fixed on time.
- *Change management:* Remain on top of your project and keep expectations realistic to avoid going over budget by tracking the cost and schedule implications of every change you make.
- *Test management:* Maintain top quality for your project by managing your testing cycles.

If you look around you can almost certainly find open-source or inexpensive hosted tools that will satisfy most, if not all, of these requirements.

The more time goes on, the better these tools get, and they typically allow you to keep track of your entire team with ease.

How to successfully manage your outsourced projects

If you're entirely new to outsourcing or software development in general, then this section will be very useful; otherwise you can probably skip ahead.

We're going to look at four simple techniques you can use to manage your outsourced projects. Which ones are most appropriate will depend on your situation.

Milestone tracking

The simplest mistake you can make with outsourcing is to micromanage everything down to each individual task. It is far more efficient to work toward clearly defined milestones. Your vendor will then be able to commit to a delivery date for each milestone.

For example, a milestone could be the successful integration of a new feature by next Wednesday.

However, for this approach to have a shot at working, your vendor needs to have a management infrastructure. If they're just a "body shop" providing individual programmers and they expect you to manage them, it's going to be a lot more difficult. You'd effectively need to be prepared to take them on as virtual employees, handling all the management with your own resources. To be fair, if all you need is a few programmers, it's often a perfectly acceptable approach.

The important thing is to understand the difference between hiring an outsourced team and hiring individual programmers. While, it might be cheaper to go with individuals, it can be so cheap you need to be wary. This is generally the case when the vendor expects you to do all the costly oversight.

In general, if you have limited management resources to begin with, then hiring cheap programmers will be a recipe for disaster. If you can't give them the necessary oversight you'll just end up paying out more by wasting time and fixing problems.

For example, let's say you go to a cheap vendor and hire what you think is a full development team. What you actually get is a ragtag bunch of junior programmers who simply don't have the skills to deliver.

This is a critical project for you, and you don't have the time to cut your losses so you have no choice but to knuckle down and work with the 'team' you've got.

Your in-house project managers have to go through everything individually with your new team members, writing half the code for them as they go, and staying up all night to make sure it is done. You can probably already see…

This is NOT what outsourcing is supposed to be like; far from creating cost and time savings, it's making everything more complicated and expensive while wasting precious internal

resources.

As you can see, if you need anything more than a couple programmers to take on extra tasks, you really need to find a vendor with a proper management structure so you can actually delegate.

You should also make sure to manage by milestones so you avoid getting involved in day-to-day programming tasks.

Any worthwhile and professional outsourcing vendor will be more than capable of working to these principles.

Collaborate using audio and video

You should not underestimate how useful it can be to talk to your programmers via audio or video. In more complicated situations or where an objective has been misunderstood, for example, actually talking to each other can lead to a much quicker resolution.

Thanks to the widespread availability of broadband these days, you should almost universally be able to communicate with your vendor through Voice Over Internet Protocol, or VOIP, services such as Skype.

For example, let's say you're trying to explain over e-mail the difference between a purchase order and a backorder, as well as how the software should handle each. A purchase order is when a customer places an order. Whereas a backorder is merely a notification telling the customer the item they just ordered is out of stock. Unfortunately, this is proving difficult for your programmers to understand due to their slightly limited (although largely impressive) understanding of written English.

You call them on Skype for a quick chat and after five minutes explaining the difference using a simple example, they fully understand what you're trying to achieve and quickly implement it in your software.

Of course, it's also possible to use screen-sharing applications to allow programmers to work well together, to see what your vendor is seeing during a meeting or vice versa.

Face-to-face

If you're one of those people who would much prefer doing business face-to-face, I don't blame you. This can make outsourcing seem a bit more daunting, so here are some samples of when and how you might want to meet with your vendor face-to-face.

Let's say you've been communicating with your vendor by e-mail and instant message since the beginning of your project a few months ago. Everything is going smoothly; it's not as if there aren't challenges, but both sides are really happy with the arrangement. Still, you decide to meet up and you fly to India to visit their facility.

The meeting is awesome and you really start to establish a personal connection with these people who have previously just been names in your inbox or voices on the phone. What's more, you blast through a whole bunch of great ideas and everyone is really excited to take progress to the next level.

Put simply, in this instance, a face-to-face visit has given you accelerated and improved results.

You haven't gotten rid of every communication issue or nagging concern, but you do now have a 'real' relationship with everyone involved and a much better chance of taking your project from good to great.

The question on your lips is probably something like, "So do I have to have face-to-face meetings for outsourcing to work?" and the answer is:

Absolutely not. If you have to visit your vendor or vice versa in order for the arrangement to work, then something has gone hideously wrong. The whole point is to work remotely.

Meeting in person is simply a very good way to accelerate results in an already productive working relationship.

Test-driven development and continuous builds

Integrating software created by multiple developers can be a difficult or even arduous process. It never works the first time, does it?

Even when you try to plan ahead and leave time to fit everything together, the different parts never communicate

properly. You planned to actually test the functionality of the software to see if it does what it's supposed to, but the stupid thing won't even run.

Unfortunately, many developers fail to plan for these kinds of integration issues. Different programmers do things differently; so differently, in fact, that the code is incompatible.

The only real way to combat these challenges is to have frequent builds of your software, so integration problems are caught and dealt with as they arise.

Then you can make everything even smoother by automating the testing process to avoid the tedious nature of human error that comes with manually testing each software release. This is called 'regression testing,' and it works by conforming that existing functionality is not broken by each new release. The more you test, the bigger your suite of automatic tests grows and the more efficient the process is.

Frankly, these are basic and standard parts of modern software development so any reputable outsourcing vendor should already be familiar with them and their use.

Of course, regression testing becomes more useful the more you do it and, thus, only becomes really worthwhile for larger projects. Smaller endeavors will not start with such a rigid framework and there will never likely be a need to use it.

On the other hand, complicated or long-term projects likely to survive multiple releases will benefit greatly from having an automated testing process. It won't completely remove the need to test your software but it will help ensure new releases don't break anything critical, and you will catch bugs quickly and easily.

Furthermore, automated testing allows you to do something very cool called test-drive development, otherwise known as TDD. With this approach, testing is put at the forefront of development with programmers testing each new feature before it's even implemented. Of course, the test will always fail, but the point is to define the parameters for success so you know for certain when the new feature is completed and actually works.

TDD is essentially hardcore unit testing where each module or unit of code is tested independently so you can ensure there are no bugs within them before trying to integrate everything.

You really want to try to enforce unit testing; and using TDD effectively makes it mandatory.

Programmers define their own unit tests and these are then checked into your source code control system along with the actual module code. These tests then become part of the automated regression tests and are implemented every time programmers check the code in the future.

A really big benefit of TDD is almost seamless integration since generally, you will be able to add new modules or update old ones, whenever and without error. This allows you to integrate frequently or, in fact, every time someone writes some new code.

What's more, you can see real time progress on your software development whenever you like. If you're project is a web application, you can even have your web browser point directly to the work in progress so you can check-in as and when.

Of course, the biggest benefit by far is the almost entire elimination of infuriating and costly release delays caused by integration errors.

How agile are you?

If you would prefer to use a less structured, more collaborative approach, you could consider using agile development.

When using this approach you focus on explaining your requirements to programmers through 'user stories' or, in other words, the experience your users should have while using your finished software to solve their problem.

You can then simply work with your programmers to decide what features are most important and prioritize their activities.

The only downside to agile development is the need for frequent meetings to discuss progress and requirements. However, this irritation is counterbalanced by the fact that this process is proven to be the most effective way to overcome communication difficulties and convey critical information to a team.

So the question remains: should you use agile development? We generally try not to dictate what you should or shouldn't do and it is very different than traditional software development yet…

You'll find it's hard to deny the impressive results. What's more, the methodology is rooted in sound principles and experience. We'd encourage you to try it out.

Which management style should you use?

Frankly, this is a conclusion you need to come to on your own; we can't answer it for you. The right answer will depend on what exactly your project is, how complex it's likely to be, and what your timeframe is for development. You would be wise to discuss all this with any possible vendors and try to find a solution you are both happy with.

If your project is likely to go on for a long time, have multiple releases, or need a good deal of ongoing support, then many of these techniques like regressive testing or TDD will become mandatory for success anyway.

Whatever you decide to do, always make a concerted effort to track the effectiveness of your efforts so you can avoid disasters before they happen and improve on greatness when you find it. The next chapter will teach you how to track and measure the success of your project.

Key Takeaways

1. You need to develop a system or process to keep track of your project. The best way to do this is with software and testing practices.
2. Big or complicated projects will need requirements management software to keep track of the evolving feature sets.
3. Nearly all projects will require software for:
   a. Defect tracking
   b. Collaboration with vendor and programmers. For example: VOIP, video conferencing, instant messaging
   c. Project management
4. You'll also need to decide on a management style to run your project, we suggest a combination of:
   a. *Test Driven Development* so you can see your project working as it gets created.
   b. *Agile Development* to make it as easy as possible for you to communicate your requirements and have them implemented effectively.
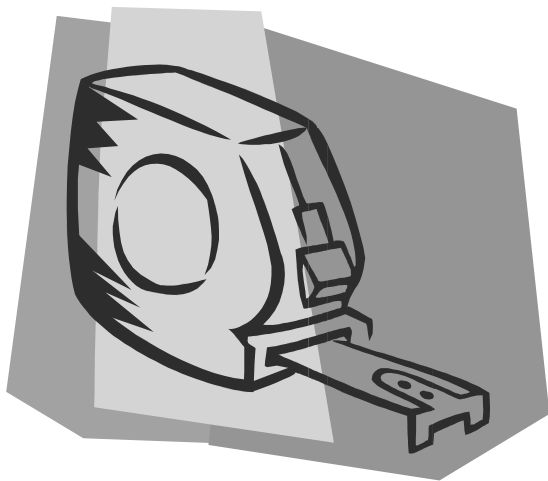
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"Hiring outsourcers was a nightmare. I needed flexibility and reliability but I just got excuses and stress. I met Vishal with Dedicated Developers and not only have I seen a more than 500% ROI but I make more money because I get more done."

~ Nitin Chhoda, PT, DPT, CSCS ~
~ CEO and Founder ~ Total Activation ~
www.TherapyNewsletter.com

Chapter 5

HOW DO YOU MEASURE THE SUCCESS OF OUTSOURCING?

"I couldn't do it all. I was literally going crazy. I was able to launch my whole product in 3 months. That really is amazing. Without them it would have taken at least another 6 months. Best of all I'm so much less stressed, less worried, less aggravated."

~ Joui Turandot ~ President ~ Rockstar Attraction ~
www.RockstarAttraction.com

T here are several different ways you can measure your outsourcing and the one you choose will mainly depend on your personal preference.

If you have your own experience with software development then you could measure your outsourcing against your own expertise. You can judge the quality of programming yourself by how well it works, how many bugs there are, and how fast it's being delivered. You'll probably always have a gut feeling, and if you're a software engineer yourself, you'd be wise to trust it.

Of course, you may be the sort of person who prefers to measure things with quantifiable data. If that's the case then you need to decide on some metrics to measure. These will allow you to objectively measure how well your outsourcers are performing. What's more, you can create improvement targets that can be easily tracked.

If you're running a small organization or project, however, measuring by metrics may well be overkill. With less complex projects, you can generally be a little more informal because it's much easier to tell if things are on track. As long as you're getting working code on time and on budget, it's probably not worth worrying about measuring anything else.

Can and should you use metrics to measure your outsourcing?

These days you can outsource many different business processes from accounting, to sales, to customer support. Most of

these are easy to track and quantify so the most successful outsourcing vendors have very value-driven propositions. In other words, they win business by showing you EXACTLY how much money they can save you and then proving it by tracking their progress. As time goes on, this approach is becoming more popular in software development as well.

There is increasingly more pressure to make software development and its cost, in particular, more predictable and reliable.

If your project is more than a simple, short, one-off affair, then you should seriously consider taking advantage of this trend and using proper metrics to track its success.

Of course, if that sounds like you then the question becomes: what metrics should you track and what action do you take if you're not happy with what you find?

Only measure what matters to you

Before you start measuring anything, you really need to decide what's important to you; what metrics do you care about?

For example, you can choose to measure it in its entirety down to the minutest details so you can make everything as efficient as is humanly possible. Remember, though, there are costs associated with this in and of itself. Or, you can decide that as long as everything is delivered on time and to a reasonable standard, you'll be happy.

Ideally, you need to decide in advance what you want to track so you can have your requirements included in the written Service Level Agreement (SLA) you have with your vendor.

Your SLA should include your expectations of performance from your vendor. However, it's only going to be useful if it's based on objective and measurable metrics you can track. It can be a lot of work to get one properly made up and you may be tempted not to bother, but that would be a huge mistake. If you don't track progress, you're asking for trouble; and you may not notice any problems before it's too late.

The details of your project will determine what you need to track. If you have a one-off project with a fixed set of features, then your main concern is going to be getting everything done on time, on budget and on spec.

On the other hand, if you're creating, for example, an online consumer product that is going to need constant updating with bug fixes and new features, your metrics will need to be significantly different. You'll need to track things like response times, speed of implementation – that kind of thing.

You see, there's no one-size-fits–all metric for measuring software development; it just doesn't exist. Nor should it; you need to track what matters to you.

How to measure new software development

If you're developing new software, rather than adding to something that already exists, then you need to track some very particular metrics.

Primarily, you need to track how quickly new features are added and how well they work. In order to do this successfully, you'll need to split the programming required into trackable chunks, sometimes called 'work units.'

The more closely you measure these particular metrics, the better; and daily reports are best.

Next, you'll want to measure how effective your engineers are at predicting their speed of output. At first, they probably won't be any good: engineers are well known for overestimating their output, but if you track it and give them a metric to measure their output against, they'll improve quickly.

This will make it much easier to predict the progress of your project and thus improve the quality of output.

How to measure software maintenance

If your project is focused on maintaining or improving a piece of existing software, you'll also need to focus on a particular set of metrics.

The two main ones are: how quickly work units are completed, and how quickly bugs are fixed. You'll also need to track the success rate of bug fixes. In other words, how often they pass QA tests.

Getting your SLA right

The quality of your SLA will, to a large extent, determine the success of your project. Its purpose is to standardize the process of developing your software so you and your vendor are always on the same page and always improving.

It's NOT about allowing you to micromanage, point fingers, or generally try to catch your team in any way. That kind of negative relationship will just make things a lot harder for both of you.

You're probably wondering how to avoid that kind of negativity, and the best advice we can offer is quite simple…

You both need to agree to the details in advance. Have your vendor commit to a regular schedule for delivering work such as, 'X work units per day' or 'Y features per week.'

Then have them agree to the specifics of how you will define work units, and find a productivity schedule you can both agree to.

What this gives both of you, more than anything, is freedom, because it defines success in terms of the things that matter to you — like how quickly work is completed — and allows the vendor to manage the project in the way that works best for them.

For instance, the last thing you want to do is manage the output of individual programmers; and the last thing your vendor wants is you telling them how to manage their people. [A good SLA with set productivity targets for the vendor's team as a whole so you don't have to concern yourself with the minute details.]

There is a whole raft of tools for tracking metrics, and your vendor will be able to suggest the most suitable options from which to choose.

How to keep a Balanced Scorecard

In the early 1990's two doctors from Harvard Business School, Robert Kaplan and David Norton, developed a simple method to help businesses achieve their goals.

Called the 'balanced scorecard,' this system allows you to track the effectiveness of your efforts across four different criteria. This ensures you're not focusing on, say, saving money at the expense of something equally or even more important, like providing a

product or service your customers will come back to.

Without going into too much detail, the point is to provide a way for you to objectively measure how well your business activities are going by focusing on your ability to meet future goals rather than looking at past performance.

The balanced scorecard system involves viewing your business from four different perspectives and creating metrics to measure each one:

- Financial perspective
- Business process perspective
- Customer perspective
- Learning and growth perspective

It's safe to assume one of your major motivations for outsourcing is the opportunity to save some money. Adopting the balanced scorecard method will allow you to reliably measure these savings while at the same time making sure your product meets your quality standards.

Money matters

In any software development project, there are financial implications outside of the initial cost of development. For a start, there's the intrinsic cash value of the software you create both to your organization itself and the open market. Measuring intrinsic value is particularly useful when you need to decide where to allocate your resources. In other words, should you start with software project A or B.

If you're running a software company, it's pretty simple to assess this kind of value because you can immediately predict the revenue you're likely to gain from selling your new product.

What's more, if you're a small company releasing a quality product quickly and cost-effectively, it can be a matter of life or death.

On the other hand, if you're a large company, there are more things to consider such as the opportunity cost of choosing one project over another. Regardless of your particular situation though…

Having a very clear sense of the financial impact and financial goals of your project will give you a great jumpstart toward success. In particular, sharing this information with your vendor will create

trust and a common mission between the two of you. This kind of relationship is much more likely to get good results, rather than setting seemingly arbitrary (from your vendor's perspective) deadlines, and flying off the handle when they are missed.

Sharing your goals and making your vendor feel more like a business partner than a contractor will give more meaning to their work and make them far more likely to go the extra mile.

Process matters but…

When it comes to developing software, your business process is, well, software development so we've mostly covered this point already. In a sentence, here's what you need to remember:

The quality of your software development process will determine the quality of your product, its initial cost of production, and its lifetime maintenance costs; so please, invest in a good process.

It's all about your users

It can be very easy to forget that at the end of the day, your real focus should always be on your users: are they going to actually like and USE your product?

Despite the rise in agile development and other such methods, a lot of software is still developed behind closed doors, away from the prying eyes of the user. This is ridiculous…

You probably have some idea of what your users want but you most likely know less than you think. Spending all your money developing your software in a blacked-out cellar somewhere in the desert hoping to reveal it in an iPhone-esque world-changing launch is a recipe for disaster.

What you really need is FEEDBACK; you need real users playing around with your software telling you what they like and don't like. That way you know you're creating something of value, something people will use.

With the right metrics, you can accurately track what people like and dislike about your software so you can guide them toward the kind of usage you want. You can measure this with something as simple as a customer survey or you can design more in-depth processes, like design reviews, with your developers.

If you commit to using agile development, this will be part and parcel of your design process. Gaining real validation and input from customers is considered a primary concern, and therefore, each iteration of your software will focus on solving issues prioritized by your user feedback. So, in a nutshell…

Your customer metrics should be made up directly of user feedback you acquire during development.

Talent trumps all

If you're outsourcing, it's fair to say you have significantly less control over the professional development of your team than if they were in-house. It's not as if you can pay for them to take a course or give them resources to do their own learning when they're half way across the world and employed by somebody else.

However, talent does STILL trump everything else, and you should do whatever you can to pick a vendor that values and invests in talent. Remember, you're really looking for a long-term business partner, someone who can provide all your software development for the foreseeable future. So in effect, they are YOUR engineers too.

What should you apply the balance scorecard to?

That might seem like an odd question, but it's an important one.

If you look at your project in isolation, applying the balance scorecard to the process of development only, you may miss how your business is impacted as a whole.

You might leave possible opportunities undiscovered or fail to spot looming disasters before it's too late.

Obviously, your ability to apply this strategy to your business as a whole will depend on your position and the size of your organization. Where possible, try to use the balance scorecard at a macro as well as a micro level.

The true purpose of measuring metrics

The point of measuring and tracking your progress is NOT to poke holes or point fingers.

Instead, it's a way to encourage and facilitate constant improvement.

As a simple example, let's say your engineers are creating bugs faster than they are solving them. At some point, you're going to reach a major and costly bottleneck in development.

Of course, if you've been tracking everything properly, you'll have seen this coming and been able to help your engineers get back on track BEFORE a major problem arises.

"But if I insist on measuring everything I will…"

There is still a surprising amount of resistance to using metrics in software development.

Younger companies, for example, are acutely aware of needing to avoid perfectionism or "paralysis by analysis" while others are afraid of quashing creativity. Truth is…

It depends. What you measure will almost certainly improve, so tracking the right metrics should, in fact, avoid the problems people fear they will create.

For example, measuring the number of features added per week puts an emphasis on speed of implementation, which is bound to avoid any kind of perfectionism.

As for creativity, you could argue that tracking how quickly your engineers fix bugs encourages them to find creative solutions quickly.

This has been a relatively brief introduction to software metrics. The key point is to start tracking SOMETHING. Ideally, you'll at least measure how quickly features are added and how quickly bugs are fixed.

Key Takeaways

1. Decide what metrics are important to you and make sure you have them included in the written Service Level Agreement (SLA) you have with your vendor.
2. Have your vendor commit to a regular schedule for delivering work such as, X work units per day or Y features per week.
3. Then have them agree to the specifics of how you will define work units and find a productivity schedule you can both agree to.

4. Apply the Balanced Scorecard to your situation as appropriate.

<div align="center">CRLOCRLO</div>

"Trust is the most critical aspect in successful outsourcing. That and I have to give you 10 out of 10 for cost effectiveness. To get the level of service and results you provide would have cost me many times more anywhere else."

~ Mike Lambert ~ CTO ~ Virtual Project Manager, Inc. ~
www.GetAStart.com

Chapter 6
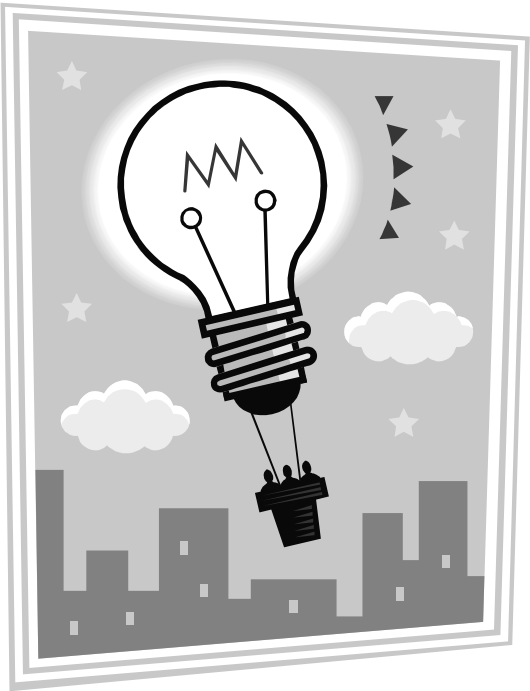
HOW DO YOU PROTECT YOUR INTELLECTUAL PROPERTY?

"We hired DedicatedDevelopers.com to assist us in complex web design… for Facebook, for Hennessy, For DELL, Brands Like Spotify, Wired Magazine, Conde Naste etc. We wouldn't be where we are today without them… We love our Dedicated Developers, they're great."
~ Greg Higgins ~ Director of Strategic Partnerships ~ Splash ~
www.SplashThat.com

One of the greatest concerns you're likely to have about outsourcing is how to protect your intellectual property (IP) and to be honest, you'd be foolish not to take precautions.

Protecting your source code is probably your biggest worry but you should also think about your other IP as well, be it proprietary business processes, customer lists, or whatever.

First and foremost, you should consult an attorney because while what you'll learn in this chapter will be useful, it's no replacement for proper legal advice tailored to your individual situation.

At the end of this chapter, you will understand the broad strokes of the most pressing issues so you can make the best of the legal advice you seek.

Although the safety of your IP is an entirely valid concern, it shouldn't put you off to outsourcing overseas. It can be easy to become overly protective of your IP, particularly software.

You see, oftentimes software is more of a commodity than you think. For example, software is much easier to reproduce than say, your customer database or your understanding of your market's needs and psychology.

If you fall into a category where the context in which your software is used is what carries proprietary value, rather than the code itself, then you can afford to relax a little. Even if someone steals your code, they can't reproduce your true competitive advantage.

The truth is, you need to think carefully about your situation

and ask yourself the question:

"Am I thinking logically about my IP; am I protecting the right knowledge and taking sensible precautions to keep it safe?"

3 simple ways to protect your Intellectual Property

There are basically three different ways you can protect your IP:
1. *Technical protection* – By taking advantage of the multitude of available technical security solutions like firewalls, Virtual Private Networks (VPNs) and encryption technology, you can secure your digital assets, such as source code or documents, from theft. However, these things ONLY work if you AND your vendor use them.
2. *Legal protection* – Always get your legal people to help you draw up the right kind of agreements with local jurisdiction and ensure they name US law as the governing law so you can protect your interests. What's more, ensure all copyrights are assigned to your company so you know that what is created is really YOURS.
3. *Physical protection* – Even in this digital age of ours, you still need to physically protect your assets, you know, with a lock and key and all that stuff. If you don't already do so, you should have your computers and servers in a locked room, with card key access, at the very least. Please make sure your vendor does the same.

These three are the basics of IP protection, and honestly, every reputable outsourcing vendor will do all this and more. Just make sure to check before you are caught unprepared.

"It's my software dammit!" – How to avoid ownership issues

You'd think retaining ownership of your new software would be as simple as having a little clause in your contract that says something like, "client retains all rights to code created for the purposes of this contract." Unfortunately, it's not quite that simple…

You see, there are two factors that influence who owns what:
1. What your agreement or contract says.
2. The "provenance" of your software, which is legalese for saying where it came from.

For you this means that even if your contract says you own everything created for the purposes of your project, you would still not own any code that was preexisting and owned by your vendor or a third party.

Usually inclusion of preexisting code is an attempt to be helpful rather than grab ownership underhandedly. For example, it's just efficient for an engineer to use a template piece of code he's created previously or to leverage good open-source modules.

Even so, that doesn't help you if it means you don't fully own your software. In fact, it's a pain in the backside.

This next section will give you an overview of the kind of agreements that can help protect your intellectual property.

Work made for hire

It's important to understand the initial distinction of who owns software by default.

Normally, the person who creates the software is its owner, and they retain all the copyrights to it as soon as it's finished.

If the creator is an employee, however, AND the software was created within the scope of their job role, the rights revert to their employer. This is called "work made for hire."

The exception to this is if an employee can convince a court that the software was created outside of their scope of employment, in which case, the copyright becomes theirs and they are free to do whatever they like with the software, subject to any patents, of course.

To combat this, it's general practice for employees to sign a document that assigns all rights to software they create on the job to their employer as a term of their continued employment.

Aside from copyright issues, there are also moral rights that give creators the authority to control what happens to their literary and artistic work. The United States doesn't recognize software as being subject to moral rights, but other countries do; so it's important to make provisions for this in your agreements.

Please note that even if your engineers assign the copyright to their software to you they STILL own the moral rights.

Make sure your contract with your vendor expressly assigns not just copyright ownership but moral rights and any other property rights to you or your company. You need to be absolutely sure this

is the case for all the software they create for you.

In general, most countries have similar laws when it comes to copyright ownership and "work made for hire," and these still apply if you're hiring a foreign vendor. You should always get your attorney to go through everything with a fine-tooth comb to ensure you are safe.

In fact, it is never a bad idea as part of your agreement to require your vendor to provide signed copies of their employee IP assignment agreements.

This is something most companies never bother to ask for, but frankly, it's worth it to have peace of mind.

Subcontractors

Subcontractors make everything far more complicated and if you can arrange it, it would be much easier to agree with your vendor that they will not be used for your project.

You see, because the subcontractor will be the original creator of the work they produce, they will own the copyright unless their agreement with your vendor states otherwise. In order for you to then own the copyright yourself, your vendor would need to assign them to you as part of your agreement. It just makes everything more complicated.

There are really only two ways to deal with the issue of subcontractors:

1. As already mentioned, agree with your vendor that they will not use subcontractors for your project. This is the most preferable option.
2. Require your vendor to notify you whenever they use subcontractors and to provide proof that you own the rights to anything they create.

Registering and recording copyrights

You know by now that you need a written agreement assigning you as the owner of the copyrights to any software your vendor creates for you.

However, just to make sure you're safe, it's a good idea to register your copyright with the government. This is really easy to do: you simply send an application form along with a hard copy of

your source code (including a notice of copyright) along with a nominal fee.

Taking this extra step means your copyright is public record and gives you an extra advantage if someone tries to infringe on it. It's also worth noting that if you don't register your copyright and someone decides to register it in their name before you do, they are legally free to do so.

Both you and your vendor should record the copyright in each country associated with it. Don't worry; it's far less confusing than it sounds. For example, let's say you hire an outsourcing vendor in India:

1. First, the vendor assigns the copyrights to you.
2. Then you register your copyright with the copyright offices in both the United States AND India.

That's it; you should now have the full protection that can be afforded by the law.
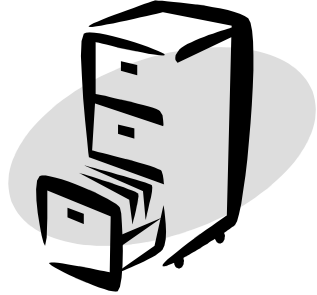
Law is confusing so choose carefully

This might sound weird, but when it comes to intellectual property, there is a "choice of law." In other words, if there is a dispute about ownership of your software, someone, usually a judge, will have to decide which country's laws apply to the situation.

In most situations, local law will be applied to disputes but this isn't always the case. To give a simple example from home, there is often the question of whether a situation falls under the jurisdiction of state law or US federal law.

To a certain extent, you can choose this yourself by deciding where you file your dispute. If you need to do so, make sure you evaluate whether the decision that's passed will be valid in all countries concerned. For example, will the US honor a judgment made in your vendor's country or vice versa.

You're probably already aware that judges make their decisions based on precedent. That is, prior decisions made by other judges, articles, scholarly treatises, or whatever else. The idea is to make

the law fair and predictable to stop people from filing in different places depending on the results they want.

In intellectual property disputes, judges tend to consider some or all of the following:

- Any laws from the jurisdiction with the biggest ties to the property.
- Laws from the jurisdiction where the property resides at the time of the dispute (usually this applies less for intangible assets like copyrights).
- Laws from the jurisdiction where violation or property rights harmed the plaintiff.
- If initial ownership is in question, then laws from the country where the property was created may be consulted.

While you might find it interesting to study this kind of thing, let's be honest, you really don't want to have to use any of it.

To make sure you never have to, be sure to hire an attorney with experience in international property law who can guide you through the process to prevent disputes before they happen.

When and how to use open source

These days most people even remotely involved with software are familiar with open source. Put simply, open source is the process of making the source code for an application or product available free.

Its popularity and success is actually testament to the efficiency of distributed development like outsourcing because most open source projects are built by contributors from all over the world.

Open source could even be an effective marketing tool for your new software.

Generally, there are two primary methods for creating open source software. The first is to enlist the help of collaborators from all over the world who are simply passionate about or have a need for the software being created.

The second method is to follow the normal process of software development and pay a team to build the application or product for you, but instead of charging people for it, offer it free under an open source license.

Many large and established firms support their engineers in creating open source products as a way of driving innovation.

They are usually quite happy to pay their engineers to do so because if their customers adopt the resulting open source products, they can offer them hardware or supporting software as a way of making a profit.

The two ways to profit from open source

If you're looking to profit from creating your own open source software or simply using open source code as part of your project, you need to be aware of how people profit from it.

There are two business models that work:

1. *Service and support* – where you provide your software free, and simply offer customers the opportunity to purchase hardware or support services, to augment or improve their experience.
2. *Dual License* – where you provide two versions of your software: one open source and one with a license fee. The open source version is restricted, however, in that if customers modify it or create a derivative, they must also make it open source. Whereas, if they pay a license fee, they are free to do as they wish.

Beware this open source pitfall

Using open source code can be very useful for cutting costs and speeding up your project without sacrificing quality. However, you need to be wary of breaching open source licensing agreements or you could end up with a serious legal problem on your hands.

Most of all you need to be aware of the Gnu General Public License (GPL) that while giving you permission to use, copy, and even distribute the software in question, requires any distribution or derivative to also use the GPL.

This has become known as the "copyleft" requirement. Effectively, it is the reverse of a copyright because it requires you to offer your software to the public free.

Of course, there are other open source licenses with much less restrictive requirements such as the Lesser GPL and MIT license, neither of which restricts the distribution of derivatives.

In fact, nearly all free software licenses are actually open source and vice versa.

The main issue to watch out for is source code provenance. If it's discovered that your software includes open source code where you've breached its license, the value of your software will be in question. Venture capitalists, for example, are very wary of this sort of thing.

The final word on intellectual property

Your best chance for avoiding intellectual property issues is to find a trustworthy vendor who will work to the necessary agreements. If your project is of a substantial size, it is also worth getting an attorney to help you set up everything.

Key Takeaways

1. Consult an attorney. There is no replacement for good legal advice (we're not attorneys, obviously).
2. Protect your Intellectual Property (IP) using:
   a. Technical protection with software.
   b. Legal protection with the help of your attorney.
   c. Physical protection, literally with locks and keys.
3. Check the legal provenance of your software to make sure you will be the legal owner.

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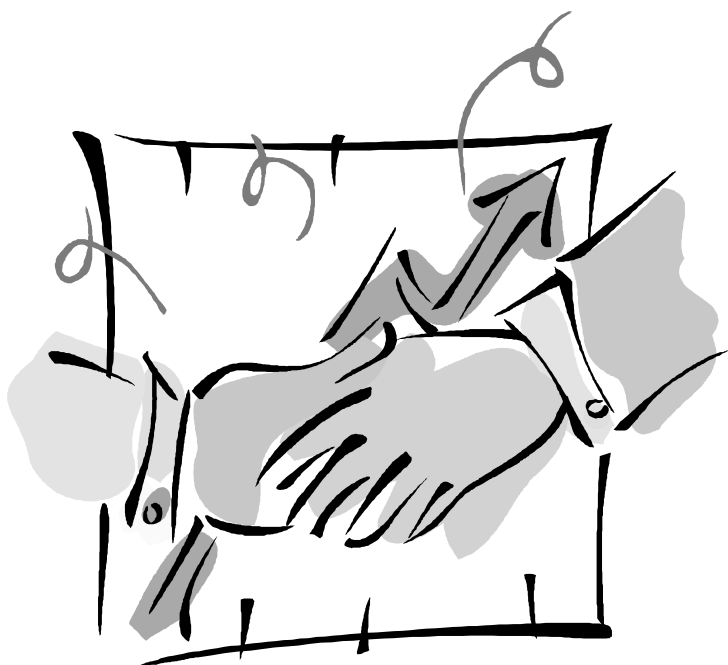*"… My business has more than doubled, I've Leap-Frogged 2 years in development time worth $6 to $8 MILLION, customer satisfaction is at an all-time high and I'm less stressed than ever before. I couldn't recommend DedicatedDevelopers.com more."*

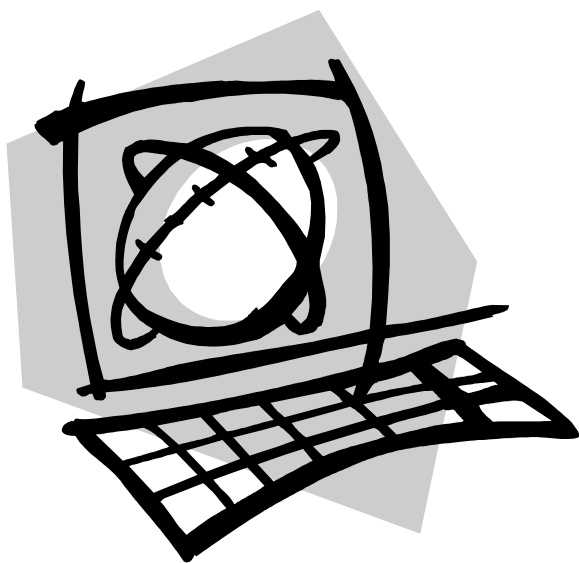~ Dr. Bradley Nelson ~ CEO and Founder ~ Healers Library ~
~ Author of 'The Emotion Code' ~
www.HealersLibrary.com
www.DrBradleyNelson.com

Chapter 7

WHICH SITUATIONS ARE BEST FOR OUTSOURCING WEB AND MOBILE PROJECTS? HOW DO YOU KNOW IT WILL WORK FOR YOU?

"… My income has almost quadrupled and because projects are complete in half the time, clients are super-impressed. Best decision I've made in a long time."

~ Tyler Archer ~ President ~ Archer Media Partners ~
www.TylerArcher.com

One of the biggest questions people have about outsourcing is usually: "Will it work for my project?" The answer of course is…
It depends.

There are lots of situations where outsourcing can be extremely advantageous, and it would be impossible to go through them all in this book. However, what we can do is show you some of the more common situations to illustrate the kind of problems outsourcing can solve for you.

The following are three common examples of when and why outsourcing can be a good option. You'll also see an illustration of the common mistakes people make when choosing a vendor. Each is followed by a real case study from one of our clients at Dedicated Developers.

The Secret of Startup-land: a tale of bootstraps, sleepless nights and desperate measures

The Story

You wake up with a start, feeling woozy and confused. Your head hurts, partly from the banging headache, but mainly because you fell asleep at your keyboard and your forehead has been firmly resting somewhere between the G and U keys for the last hour.

It's no longer dark outside; there's sunlight creeping in the window. "My wife is NOT going to be happy," you say to yourself

as you haul yourself out of your chair and try to find your keys…

"Another wasted all-nighter, how the heck am I going to get this thing off the ground?"

For the last 6 months you've been trying to build a new B2B web and mobile app, but it hasn't exactly been smooth sailing.

For a start, you know nothing about programming; so your first thought was to talk to some friends from work. It didn't take you long to find someone willing to help. Of course, it was barely five minutes before your 'friend' got bored, became unresponsive and eventually left you stranded.

It wasn't too bad at this stage because you hadn't spent any money yet, and you could hardly blame your friend; he already works a 40-hour week without your extra project on top.

Keen to make sure you didn't lose your momentum, you decided to take the leap and try one of those freelancing websites everyone's always talking about.

It was a lot easier than you expected; almost too easy! Pretty much from the moment you posted a job explaining your requirements, you started getting applications from developers.

All sorts of people applied: from freelancers in Asia and Eastern Europe, to seemingly big software development companies, and even engineers from, of all places, Silicon Valley, who were charging even more per hour than you get in your good sales job.

Choosing just one provider was difficult; they all seemed so very similar. In an effort to be diligent, you picked the three best looking candidates and offered them all a phone interview.

The first guy, a freelancer from Eastern Europe, missed his interview, rescheduled, and then found himself unable to answer your questions due to a language barrier. You promptly crossed him off the list.

Next up was a Chinese firm who sent you a clearly copy-and-pasted proposal BUT seemed to have a professional attitude and good reviews. After speaking with them you became a little more confident they would be able to do the job, and the price was cheaper than you expected. However, they seem to be used to simpler projects and weren't keen or able to arrange a time for you to speak to the actual engineers who would be building your product.

Finally, you set up an interview with an American firm; you

figure they'll at least be able to talk to you. Surely, they'll be good as well, right? I mean… they're American.

After just a short chat you're excited, REALLY excited. They seem to know exactly what they're talking about, they understand you AND they've invited you to come and meet their engineers and go through your specs so they can price it up.

A week later, you're walking out of their plush office having signed a contract and forked over a small fortune as a "commencement fee." Even so, you're excited… you're application is finally going to get made.

Fast-forward a few months… You've deemed it the "death spiral," because it seems that's what happens when you hire a developer.

After an initially impressive start with development progressing faster than you could have hoped for, you begin noticing "red flags." Your team started taking longer to respond to e-mails; sending you build updates once a week rather than twice, and well, the thing didn't really seem to be working.

You've been paying out money left, right, and center for new features, "unexpected expenses," and who knows what else. The total is getting close to 5 figures, and you're afraid to tell your wife.

Eventually, you get a call from your vendor: "We can no longer work on your project because of blah, blah, blah." You zoned out at that point because it has happened again; back to the drawing board. You put the phone down…

It was at this point, overwhelmed by stress and exhaustion, that you fell asleep at your keyboard.

Here's the thing: this is not an uncommon experience for startup entrepreneurs. In fact, you could argue it's pretty normal.

The trouble is, the person in this story really only has himself or herself to blame. Although it isn't their fault that they got let down, they should have been more savvy and serious about their business decisions.

To be more specific, here are the biggest problems most startup entrepreneurs face when having their software built…

The Problem

- Many startup entrepreneurs are not technically savvy, so it's easy for unscrupulous vendors to take advantage of them.

- Equally, lack of technical experience can lead entrepreneurs to have unrealistic expectations about what is possible and what things are likely to cost; so unless they find a partner or vendor who can educate them, they are setting themselves up to fail.
- Of course, being a programming wiz is often a curse as well. If you do all the coding yourself or insist on managing the minute details, your speed to market will be much, much slower than if you learn how to delegate.
- As a startup entrepreneur, you are often the one responsible for everything, and it can quickly become very difficult to occupy yourself with anything other than busy work.
- When you're on a limited budget, as most startups are, value for money is absolutely key to success. For every penny that's wasted, you move one step closer to disaster.

The Solution

If we were to say there was a way to guarantee the success of your startup we'd be lying, because there isn't. However, here are a few guidelines that will make you much more likely to succeed:

- When getting your application built, realize that unless you have your own team of reliable, committed engineers, outsourcing is not only an option… it's the ONLY option… where you can get quality and value for money. But…
- You have to do it properly and professionally or you'll be burned, big time. The easiest way to avoid that is to follow the process outlined in this book.
- Plan for the long-term; find a team that can support you while you grow, so you can avoid painful bottlenecks.
- As far as possible, keep your costs fixed, or at least predictable, so you can budget effectively and stop the business from imploding.

In The Real World

Neil Venketramen was NOT a newbie entrepreneur when he came to ask us for help with developing the Lean Buddy mobile

application for his new startup. In fact, he was already an accomplished CPA and businessman. Yet…

Even after thinking through his options carefully and doing his best to choose the right vendor, Neil found himself in a tight spot.

He'd decided to go with a firm from Chicago because they seemed to produce high-quality applications and software, and being in Chicago himself, it seemed logical to hire a local firm.

Here's what Neil said about his experience with them after spending $10,000:

"We *realized that they had provided us a half-baked scope and quotation and architecture that could not work.*

They said the first milestone delivery was to be one month after the kick off.

Four months later, they stopped responding to e-mails and phone calls. They knew perfectly well that they couldn't do the work, they needed more money and effort, and the problem is we lost a lot of time, resulting in at least $50,000 in lost revenue. We have cases pending against that company in the court to re-coup some of our investment with them."

This experience isn't uncommon with smaller development teams. They're renowned for over estimating their capacity and expertise to the point where they have to bail out on projects.

Also, they will often find themselves getting a "better offer" from another client half way through a project and switching some of their resources over to it in an attempt to increase revenue without expanding their team. Obviously, this usually ends in disaster.

Regardless, the important thing is making sure you avoid having this experience yourself and the answer lies in what Neil says here:

"*The mistake we made with the other company was that we did not do the full detailed scope. They gave me 3 or 4 screens, they came back with a good scope and basically what they thought the app should be and it was a disaster.*

We found that with Vishal, he took the time to prepare the scope diligently and we went through all the pieces. More importantly, they went back and put it in the documentation. We actually recorded 2 calls. Piece-by-piece they asked questions and then knew exactly what we wanted."

You see, a detailed scope is what gives you authority and power when it comes to managing your development team. Without a

proper scope, it's easy for things to go off track and spiral out of control before you can fix them.

Without proper oversight and control, you're going to end up wasting a lot of money.

Also, without wanting to brag, the integrity of your vendor makes a huge difference.

If they're going to stop communicating rather than be honest about difficulties they're having, both of you are in hot water.

If they're going to promise things they can't deliver, nobody is going to be happy.

Ultimately, the integrity of your vendor, their ethics and attitude are far more important than almost every other consideration.

Web Development and Online Marketing: Growing Pains, Bottlenecks and Endless Work

The Story

"Sunday is meant to be your day off, when are you going to see your kids, the last time you saw them properly was three weeks ago?"

Your spouse has caught you red-handed hiding in the home office, hunched over your laptop like a kid with stolen candy. The face of thunder scares you but you NEED to get this done or you're going to lose the contract.

You: "I'm sorry honey, I have to do this or we'll be back to square one. The kids will understand when they're jumping in the massive swimming pool we're going to buy and pulling up to school in their parents pristine Porsche 911 Turbo."

Increasingly angry spouse: "If this is how hard you have to work to afford that second hand scrap of a car you'll be dead from exhaustion before we own a Porsche. Sort. It. Out!"

Thunder face storms out after slamming the door leaving you feeling deflated and defeated. Still, you have to keep pushing, right?

You decided to begin this self-inflicted torture three years ago when, after an argument with your boss, you quit your job as a web developer and went freelance.

Despite the fact you had practically no money, the first year was the best. You'd work around four hours a day and spend the rest

with your family. Unfortunately/fortunately…

Roughly, a year and a bit after you started, clients began to refer you and the whole thing exploded like a hydrogen bomb.

Turning down business was never your strong point, no matter how busy you were. The result has been you having more clients than you can manage, getting zero sleep and never seeing your kids.

There's only so long someone can work that hard without burning out, and you're slowly reaching the point where you're either going to become ill or make a monumental, business destroying mistake.

The Problem

- Solo entrepreneurs building a service business, particularly one around web development or online marketing, very quickly reach a ceiling in their earning potential.
- There is only so much room to increase your prices before your value proposition becomes less-than-enticing, no matter how good you are.
- Without the ability to scale, many of these businesses end up with a small crop of clients. If one drops out, revenue drops dramatically. In short, there is little redundancy.
- Anyone is these businesses is acutely aware of the time-money trap; in order to earn more money, you have to work proportionately more hours.
- Finding good business partners is notoriously difficult because it is usually YOU your clients have hired and trust.

The Solution

The only way to make a web development or online marketing company work is to STOP doing the work by yourself.

You have to expand; you have to find people to do the day-to-day tasks for you so you can focus on managing quality and expanding the business. Of course, this isn't easy.

Without investors, you probably won't have the cash to hire a traditional employee and even if you do, this creates yet another issue with redundancy. If you're new hire has the gall to become ill or needs a holiday, you're in hot water.

Outsourcing can be a good way to mitigate this problem and reliably expand your business. The following are the reasons it could work for you:

- Outsourcing to a professional, fully staffed team provides a real level of redundancy in your organization. If you or a developer becomes ill or indisposed, your clients will still get what they're paying for.

- Your costs will be reliable and manageable; you can outsource either by the task or by the client, and either way you'll know in advance what the cost is.

- You can hire in NEW skills and provide new services without spending weeks teaching yourself or paying through the nose for a fulltime employee.

- You can take on as many new clients as you like, as quickly as you like.

- You can stop doing everything yourself so you can focus on growing your business and living your life.

In The Real World

Tyler Archer was a perfect example of the situation described above. By anyone's standards, he was doing well, running his Internet marketing company, making around $30,000.00 to $40,000.00 completely by himself. Yet…

He was working 60 hours a week, at least. Mostly on tasks he hated. In particular, web design and coding was his biggest pet peeve. What's more, the lack of stability and scalability was a big worry for him. Here's the story in Tyler's own words:

"It was basically just me doing everything. And by everything I mean, graphics, writing, design and unfortunately coding. And I hate coding! I'd rather have a root canal without anesthesia than have to code another site. So, I realized at that point I was really stuck.

I was probably working 60 hours a week and there was absolutely no scale. I wanted to grow, but couldn't. I had clients, I had projects coming in, and I was turning work down because I could only do so much.

Writing, designing and branding is my thing. I can do all that. It probably takes me 20% of the total time on the website, the coding takes me 80% to 90%.

So, I started looking for somebody to help me turn my designs into working websites and do all the coding. Whatever it took, whether it was WordPress or HTML, whether it was CSS or PHP or just all of it. A one stop shop that could do it all for me…"

Initially Tyler was skeptical of outsourcing abroad so he decided to hire some freelance engineers from the US. However, he quickly discovered things wouldn't be as simple as he'd hoped…

"I hired a few local people and it was a joke all the way round. It was way too expensive and it was a complete waste of time.

And frankly, it saddens me to say, but when you hire Americans for Internet Development jobs, they seem to think they'll get to sit on the beach and be a millionaire. It's really hard to find anyone with the work ethic to actually work for 8 hours a day.

So, what you end up finding is it's very expensive, very unresponsive, and there's no reliability. You just never know if something will get done or not, whether you'll be able to go home on time or you'll end up fixing their mess because they decided to take the afternoon off. I just could not find an effective solution. It was extremely frustrating."

Obviously, this solution wasn't going to provide the safety and scalability Tyler needed. So, he began to look elsewhere. He knew that if he could find a way to outsource the most time-consuming parts of his work, he would be able to grow the business quickly AND work less.

What he needed was real reliability and predictable costs so he could offload work without worrying about letting clients down or having to micromanage.

It was then that Tyler came to Dedicated Developers for help. We are of course, proud to have been able to help him, but please don't think we're telling you this as an exercise in bragging. Just take note of the reasons our service worked for Tyler so you can see if they apply to you.

"I was attracted to Dedicated Developers for a number of reasons. Price was definitely a consideration, but over and above that, I was very impressed with the management structure. The people at Dedicated Developers work 8 am to 5 pm, Monday to Friday, barring holidays. So I know what I'm going to get. I know they're going to show up for work and I know there'll be communication about my projects and I know they'll get done.

That's a HUGE benefit for me – I no longer have to worry.

Coding makes me want to put a bullet in my head. I don't have to do it anymore and that is invaluable.

Nobody can be good at everything, and nobody can enjoy everything, and coding is the one thing I really hated. So, Dedicated Developers lets me get completely rid of the 50% of stuff I hate, the 50% of stuff that makes me less efficient, the stuff that made my days long and made my business not fun. I get to take that 50% and hand it off. Brilliant."

If you're running a service business like Tyler, then as we've already discussed, your biggest roadblock is going to be scalability. When Tyler came to us we knew the most important thing was to make it possible for him to hand us work and KNOW it was going to get done on time, every time, so he get on with growing his business. If you're in a similar situation, make sure your vendor does the same, because if they do it right, your results should be at least a little like these…

"I would say for sure using Dedicated Developers allowed my income to grow from $30,000.00 to $40,000.00 USD a year to $120,000.00 a year. And that's very, very, very true.

So far, my guys (the Dedicated Developer team) in India in 3 years, have made me $140,000.00. That's how valuable they are. So, my return on investment, if I just do it per month, if I spend roughly $2,000.00 with them, and I get back roughly $8,000.00 in revenue. That's my monthly, that's how it works in my head.

It lets me structure my business in a way that it is incredibly efficient and is highly leveraged. My 1 hour becomes 4 hours. Both in Time and in Money. I would say that I wouldn't have been able to tackle the projects and the clients that I took on at all if I didn't have this support. Would these projects be done without them? No. Without them I could never have achieved what I have."

As you can see, this gives Tyler a very powerful advantage because he's been able to completely break out of the time-money

trap. What's more, this isn't just about money…

"I would say that working with Dedicated Developers has led quite definitely to a massive reduction of stress. Quite simply, because they are handling those things that I don't like to do, and I am not good at. To be able to have a team like theirs, who I can trust to handle those things, is an incredible stress relief."

Finding this kind of leverage is really the only way for a web development or Internet marketing company to grow these days. Without it, the work is too labor intensive for one person to create a sustainable, profitable business without sacrificing their quality of life and sanity.

If you run this sort of business, make it your top priority to find a vendor that can provide you with true scalability.

How To Avoid Information (Marketing) Overload

The Story

Ever since you were little, you've dreamed of sharing your message with the world, of being a trainer, a speaker, a teacher or a healer… someone who helps people.

Eventually, you discovered a message or idea worth sharing, and set about getting it out of your mind and onto paper. Or at least onto a computer screen.

It was never easy, you may have had stacks of your own books in your garage for months, or even years, while you worked about deciphering the secrets of how to turn your passion into a career.

Only after a whole lot of toil and struggle did you figure out how to do it properly. Sure, some of your websites look a bit amateurish or crude but it's the message that counts.

What was once just a dream is now a reality and you have dozens, hundreds or perhaps even thousands of people paying you to help them transform their lives through you teachings.

You know you're very lucky, your passion has become your job, but of course, that's the problem…

Now it's hard work and there's lots and lots of it, much of which you have no interest in and are frankly, not very good at. Let's be honest, you want to tell your story or share your message,

not code websites, setup e-mails, auto responders or answer mundane customer support e-mails all day.

These days it feels like you spend 90% of your time in a hamster wheel just running and running to keep the whole thing going.

You don't have time to focus on creating new products, finding better ways to market yourself or networking with other successful people in your industry.

Whatever it was you used to enjoy most about your job, whether it was interacting with customers, writing, or coaching people, you're getting to do it less and less often.

When initially it was a necessity, doing everything yourself is becoming woefully inefficient. Something has to give.

Your first thought was to find yourself a freelance web designer. For a while it seemed like that would work ok.

Whenever you needed something done you'd contact the same guy you found on www.Elance.com and within a week or so, it'd be done.

Trouble is, after a year or so you began to realize his quality just wasn't quite up to scratch. It's not that he wasn't skilled or was negligent, but without oversight, one person is always going to miss something or make a mistake somewhere. What's more, these mistakes have started to cost you money.

The more mistakes, the more customer support you have to deal with, the more issues customers have with buying, the less sales you make and the more refund requests you get.

The bigger your business gets, the fewer slip-ups you can afford to have. The price for growth, it seems, is less of the personal touch and more professionalism.

Then of course, there's the other problem. Your income is directly proportional to the number of campaigns and offers you run to your existing audience, and those you run to expand your audience.

For each of these you need a ton of web assets and it takes a lot of work to fit it all together. That's without the content and sales copy for the marketing campaign itself, that is more your expertise and ideally, your main focus.

There's only so much you can do yourself and it was years ago that you reached your capacity. Your income has been bottlenecked for ages, but you've been too afraid and busy to do

anything about it.

It begins to dawn on you that you've created a real business, a serious operation that's become bigger than you in your home office, more than just a way to escape the 9 to 5 grind; this is the start of something big.

Being the expert means you cannot delegate much of the content and sales copy creation. Even if you do, this is wildly expensive.

If you're serious about taking your business to the next level, which you are, then you need to start building a team to run the day-to-day operations for you.

You're absolutely, positively sure that if you could remove your bottleneck on asset creation and basic operations, you're income would skyrocket with all the free time you'd have to work on building new products, promotions and business relationships.

However, the last thing you want to do is go and rent an office, hire a bunch of full time employees and have to spend all day managing them. That would defeat the purpose of working for yourself, to escape the corporate rat race, NOT to create one of your own.

Of course, it would also be just as inefficient. The point is to free you up to do other things, not just change the type of busy work you have to occupy yourself with.

What you need is a way to get a full team working for you without having to manage them yourself.

The Problem

- Any successful and growing information marketing business requires a huge amount of web assets, technology maintenance, and customer support. Too much for an entrepreneur to handle on their own.
- The bigger the business gets, the more important it is that the technology works effectively and efficiently; downtime, broken links and other faults result in lost dollars. It's that simple.
- Customer support, although an often overlooked part of

information marketing, is extremely important. Responding quickly to questions and issues is one of the fastest and most reliable ways to increase revenue.

- Income in an information marketing business is directly proportional to the number of promotions run in any given year. Each requires its own web properties and marketing system, so it's also true that the income of the business is proportional to its web development capacity. For lone entrepreneurs, this can drastically affect their ability to scale a business.

- Most information businesses are, at least initially, driven by the personality or expertise of the owner. Meaning they need to remain responsible for content creation and/or marketing activities, and thus, cannot afford to spend their time managing a team.

The Solution

If you're running a successful information marketing business the likelihood is that, even if you're already doing multiple seven figures a year, your biggest bottlenecks are speed of implementation and speed to market.

Your success hinges largely on the effectiveness of your marketing, much of which is online…

Growth in your business comes in waves, not incremental trickles; you get sudden rushes of business from big affiliate campaigns, or winning sales letters. For these to happen, you need to throw enough darts to hit the bulls eye.

You need to be able to scale up, and lower your labor costs, depending on your needs. Just like sales, there will be peaks and troughs, not a steady incline.

The ONLY way to do this truly effectively is to have an outsourcing vendor you can rely on. One that:

- Will deliver consistent quality and results.
- Can scale up or down as you require, without needing constant periods of adjustment.
- Has a diverse range of skills available, so you can have a single point of contact for your web development, maintenance and customer support.

- Is able to provide a management structure so you can delegate without having to become a manager and lose focus on what's important.

In The Real World

Dr. Bradley Nelson's story is a classic example of information (marketing) overload.

When he came to us for help, his business was already a multi-million dollar operation and despite being an ex-programmer, his biggest challenge was web development.

When Dr. Nelson started his business, based on the principles in his best-selling book, "The Emotion Code," he did everything himself. He created the products, did the speaking, served customers, managed the finances, did the marketing, and even built his own websites. But, in his own words:

"I used to be a computer programmer, so I did a lot of the work myself that Dedicated Developers now does for me. But, as we began to grow rapidly, I just didn't have time. It wasn't working anymore. I had to get help or face seriously limiting, and maybe even destroying, the success I'd worked so hard to build."

At first Dr. Nelson tried hiring freelancers from all over world, using common freelance websites where all manner and quality of people reside.

"Before I started working with Dedicated Developers, I'd go online and try to define my project and then hope somebody from somewhere would come along with a bid for the work that made sense. That took a huge amount of time and could be extremely frustrating. Even once I'd found a freelancer, I often found communication was like getting 'blood out of a stone,' meaning projects took much longer than they should have, and the eventual result wasn't as good as it should have been. I dread to think how much time and money I wasted, let alone the amount of stress it caused me."

Working with the right team, with the right expertise and the right management, enabled Dr. Nelson to remove the biggest roadblocks in his business and get back on track for success:

"… of course having a team costs money, but I would say that overall, taking into account how much extra we've made, that we have saved 40% to 50% in costs. We've leap frogged about 2 years in development time, which is worth $6 to $8 million. I can say working with Dedicated Developers is not only a pleasure, but one of the best business decisions I have ever made.

The peace of mind comes from being able to delegate the projects to my team and then knowing that it is going to get done. That is a wonderful thing and absolutely less stress, less worry, less fear, less anxiety, less stress hormones circulating in my blood. And that's all good stuff. I can't thank them enough."

Key Takeaways

1. For startups that outsource, they find it a great way to get their project off the ground provided they approach it professionally, plan for the long term and as far as possible, keep costs fixed.
2. For web developers and online marketers outsourcing is arguably the best (even, ONLY) way to scale their business AND escape the time-money trap. Just make sure to go with a professional, fully staffed team.
3. For information marketers outsourcing will deliver consistent quality and results, allow them to scale up or down as required, without needing constant periods of adjustment and provide a management structure so they can delegate without having to become a manager and lose focus on what's important.

ℭℛℰ Ⓞℛℰ

"We were able to bring on twice the number of clients. It accelerated our business by at least 100%. We'd have been half as efficient and would have had half the capacity to bring on work, were it not for your team."

~ Jared Prazen ~ Director of Business Development ~
~ Traffic Motion ~
www.TrafficMotion.com

Chapter 8

WHAT IS THE FUTURE OF OUTSOURCING? HOW DO YOU FUTURE PROOF YOUR PROJECTS?

"There were no surprises. We have been working with your team for over a year now, and your team has delivered all the milestones as promised. We even got your code reviewed and it looked great."

~ Neil Venketramen ~ CEO and Founder ~ Lean Buddy ~
www.LeanBuddy.com

O ver the last couple of decades, a very profound, yet often unnoticed trend, has been slowly taking root across pretty much every area of business…

Operations that were once very individual to each business have become simpler, faster and often, commoditized. Logistics, admin, tax services and communications are provided by small groups of vendors, with huge reach and influence.

Where once you'd need a big finance department, most businesses can now survive quite happily with one or two accountants and a license to Quicken.

When you used to need complicated internal phone systems, you can now use Skype, instant messaging and mobile phones.

In some cases, Google Calendar and automatic alerts on an executive's iPhone can replace a PA.

The biggest drive behind all of this is automation, automation provided by software. This trend extends beyond business operations, though.

Competitive advantage, differentiation and customer service are increasingly being driven by software, as everybody rushes to provide the next big thing in automation, communication and user experience. You're probably wondering what on Earth this has to do with outsourcing, well…

- The dual forces of innovation and commoditization mean that increasingly, in-house teams are too inefficient to be justifiable.

- The world of software changes so fast, that talent is becoming both abundant and scarce.

Unless you are prepared to spend mega-bucks hiring the best talent from Silicon Valley, and/or your project is entirely innovation driven, hiring your own development team is simply NOT prudent.

Prices are so high for the top-third of talent (think Google, Facebook, Twitter etc.), that unless their skills are necessary for gaining competitive advantage, they are a waste of money.

Conversely, prices for anything below the top-third of talent are low enough that, thanks to communication technology and lower labor costs outside the US, you can get a leaner, cheaper and often more talented team by outsourcing.

What's more, the 'professionalization' of outsourcing in emerging economies is beginning to create an almost no-brainer situation, where you can get quality software development (and other services), superior service, and scalable pricing, for far less than an in-house team.

To be honest, this kind of situation is still the exception rather than the rule. Most attempts at outsourcing are met with frustration and failure, but this is mostly due to lack of strategy or bad hiring decisions, and is changing fast.

One thing you can be absolutely sure of, is that there's one 'weird' outsourcing niche that is steadily gaining traction and will, almost certainly, dominate the industry in short order.

Before we reveal a bit more about this weird niche, let's go over the biggest challenges you're likely to have with outsourcing:

- *Language barriers* – You need to be able to communicate effectively with your engineers in order for them to build your software properly. If one of you can't understand the other, or you experience random misunderstanding due to language, you're done.
- *Cultural differences* – It's hard enough building an organizational culture with people from your own country. Working with people from the other side of the globe, and finding ways to help them fit in, can be nearly impossible.
- *Lack of redundancy* – Hiring a single freelancer you've never met, no matter how good or dedicated they are, is a recipe for disaster. If they get ill, go off the rails, or get a better offer from a new client, you're dead in the water.

- *Unpredictable pricing* – If you're hiring a lone freelancer or small team, it's common for projects to take longer than expected, for them to hit a problem they can't overcome, or simply swindle you out of some cash.
- *Management nightmares* – If you hire a guy and you're responsible for managing him, despite him being halfway across the world in another time zone, from another culture with completely different values, good luck. I wouldn't wish it on my worst enemy.
- *Measuring success, or the lack of it* – Without rigorous testing practices, or some kind of 'measuring stick' to track progress, it's very difficult to tell how successfully your project is progressing. Frankly, there's no substitute for proper project management, and professional software development methods.
- *'Borrowing' and theft* – If you don't have the time to go over every single detail you're going to need, to make sure you have the right legal protection, in case your developer decides to 'borrow' your code for another project, or vice versa.

The niche we're about to outline solves pretty much all of these challenges, when the vendor and customer both have the right attitude, and go about their business in the right way. In fact, it's the niche Dedicated Developers is proud to be a part of, and we do our best to be an example of how to do it right.

There is no easy way to describe how this niche operates, because it is, to a large extent, whatever you want it to be.

The best way to explain it is to use what we do at Dedicated Developers as an example. This isn't meant as a sales pitch, yet we're passionate about what we do so please forgive us if it comes across as such:

Dedicated Developers offer our clients a large team of skilled professionals from India, who deliver the highest quality standards, at a fraction of the cost of on-shore development.

Our team includes: Graphic and Website Designers, Web
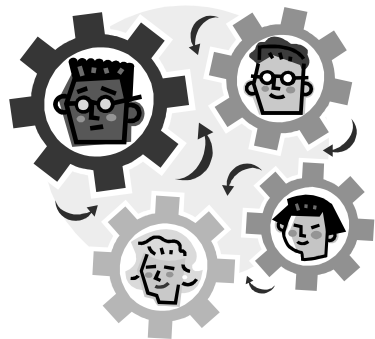
Developers, PHP Coders, Android and iPhone Mobile Application Developers, and much more.

Founded in 2007 by Brothers Vishal and Vikas Bhatia, to take advantage of their deep connections in the Indian IT community, Dedicated Developers is committed to providing your company the very best off-shore development services, at affordable prices.

What sets us apart?

1. *Try Before You Buy*
   Yes! We're so sure we can help you grow your business and profits with less stress you can try our services without heavy investment. Plus, with no long term contracts the burden is on us to deliver you results.
2. *100% Satisfaction Guaranteed*
   We guarantee that your project will be done on time and to the highest XHTML and HTML5 coding standards recognized by the W3C Web Standards Institute. Plus with our ISO9001 certification you can sleep safe knowing you'll get the best results. If not then we'll fix it at our cost. You risk nothing.
3. *US Based Management Team*
   This unique combination of US based management team and your dedicated offshore developers in India means you have contact with your team almost 24 hours a day, 365 days a year so you never have to worry about time-off, sick days or employee headaches.
4. *100% Dedicated Resources*
   Because your resource will never be pulled off your project and will always be 100% dedicated to finishing your most important tasks at all times, your projects will be completed faster and more efficiently.
5. *Constant Supply of "A-Player" Developers*
   Need to scale up your team quickly? Is your business expanding? No problem! Let us know what skills you need or what new project you have in mind and we will find you top-notch talent to rapidly build your dedicated team.
6. *Instant Competitive Advantage*
   For many of our clients, waking up in the morning knowing all your critical development tasks were finished overnight means their competition can't keep up and you have the peace of

mind knowing your projects will be completed.

7. *World-Class, Reliable Communication*
   State of the art project management software means you can keep in touch with your resource as little or as often as you wish. Skype and video chat available as well.

8. *Automated Project Tracking*
   Our sophisticated time tracking system ties right into the tasks and projects you assign so you can track, minute by minute, exactly how much time was spent on each task.

9. *Your Ideas are Protected by an NDA*
   Never worry about a freelancer stealing your idea. All of your intellectual property is protected by our iron-clad NDA that is signed by all employees, as well as the fact that India has strict IP laws.

10. *Zero Downtime Keeps Projects on Track*
    All work is performed in one of our 3 state of the art, air conditioned offices that feature 24/7 power back up, direct T1 Ethernet connection and efficiency optimized workstations.

11. *Quick and Efficient Management Software*
    Get a complete picture of all of your tasks. Easily view billable time and organize all your projects using the included web based project management software.

12. *Affordable and Customizable Pricing*
    We offer a range of flexible staffing and payment options for all types of business. From one-man web development firms to large technology start-ups. Our custom services model means you'll have the ideal staffing solution for you.

Essentially, the idea is to minimize the risks of outsourcing, and maximize the benefits by providing a managed service at a predictable cost.

This isn't easy. It requires a lot of expertise on the vendor's part, and is far more expensive to run than most outsourcing operations. Most businesses that try to provide such a service fail, because it's very hard to do it right and there aren't many competitors to copy, yet.

However, this IS the future of outsourcing, if it wasn't. we wouldn't bother pursuing it.

You, as a customer, can finally gain the reduced cost and scalability you're after, without the risk of hiring a dud team, having

your stuff stolen, or being hit with unexpected bills.

You're able to gain access to A-player developers, who will actually stick with your project, because they have a good, stable job, and a reputable employer, who benefits when they stay with them.

What's more, this arrangement is actually more comparable to having an in-house employee than the general outsourcing experience. Your developer(s) will quickly become familiar with your business, your project, and the way you work. They will do their work on time, every time, while contributing ideas just like an in-house employee would.

Put simply, they will care about the success of your project; they have some "skin in the game," and will be keen to do an exceptional job for you.

Over time, the 'outsourcing sweatshops' you find in many operations outside the US will be replaced with more businesses like this.

For now though, you still need to be careful to avoid these 'cowboys,' and find yourself a reputable developer to work with. If you can, try and find one with a model similar to ours, because it'll save you a lot of hassle.

It's not all sunshine. There's still a 'corrupt underbelly' (maybe that's a bit extreme, but still) to much of the outsourcing industry, and if you want to be successful, you need to avoid it at all costs.

We've tried to show you how to avoid these kinds of mistakes throughout this book, and we hope you'll take them to heart, because if you don't, outsourcing just won't work for you.

As a kind of summary, this next chapter will show you the biggest problems you are likely to encounter.

Key Takeaways

1. Currently, the biggest challenges with outsourcing are:
   a. Language barriers
   b. Cultural differences
   c. Lack of redundancy
   d. Unpredictable pricing
   e. Management nightmares
   f. Measuring success, or the lack of it
   g. 'Borrowing' and theft

2. The best way to deal with these is to capitalize on a new, growing niche among outsourcing vendors (which Dedicated Developers is proudly a part of), who, by managing a physical, in-house team of A-player developers, can provide you with top quality, scalable development at affordable prices.

<div align="center">CRSOCRSO</div>

"I must be getting around $75,000.00 per year in services and I pay a tiny fraction of that! More importantly, I'm less stressed, have loads more free time and my appointment diary is filled!"

~ Bill Parravano ~ CEO and Founder ~ Healing Concepts, L.P. ~
www.TheKneePainGuru.com

Chapter 9

WHAT ARE THE BIGGEST MISTAKES TO AVOID?

"Within the first 6 months of working with Vishal and his team, I started getting 17% more leads from the Internet and started converting 12% more clients through my websites. I have been very impressed by their work."
~ Dr. Sam Bakhtiar ~ Founder ~ Fit Concepts ~
www.FitConcepts.com

I f you read nothing else in this book, read this chapter. You'll quickly discover the biggest and most common outsourcing mistakes, as well as how to avoid them.

Of course, most of it is common sense. Probably 30% is strategic or tactical advice. The important thing is to internalize these issues before you start spending your hard-earned cash on hiring someone you've never met before.

Mistake #1 – *Outsourcing for the wrong reasons or at the wrong time*

If you're anything like some of the business owners who come to us asking for help with a software project, you may be tempted to be a little bit gung-ho with the whole thing, shoot from the hip as it were, do it now and ask for forgiveness later.

Whatever metaphor you want to use, CALM IT. Outsourcing isn't something you should just jump into; it requires proper planning and forethought if you want to avoid disaster.

There are only five situations when you should ever consider outsourcing. Four will increase your success, and one will save your rear end from potential disaster.

If any of these five fit your situation, you can consider it. If not, then outsourcing isn't for you:

1. *You're creating your first software product, or a new, or additional, software application.*
   Outsourcing your first software product can be risky, but it can, in specific circumstances, be an excellent decision. In general, you should only consider it if you have a very well defined specification for your project.

Outsourcing a new or an additional software application is usually a very easy type of project to outsource, because the scope is clearly defined, and you have existing documentation or even code (from your core product), to give to your new team.

If you need a testing ground for outsourcing, there's arguably no better project than adding features to an existing product.

2. *You want to support or augment your in-house development team.*
   If you already have an in-house development team, and you're considering outsourcing, then THIS is where you should start, because you can get used to this new process, iron out any issues, and optimize the workflow, without delegating mission-critical tasks.

3. *You need to provide ongoing maintenance programming for an existing product.*
   If you're looking for another safe way to test outsourcing, you need someone to handle non-critical feature upgrades or legacy versions of your software, then this is a great place to start.

4. *You need to cut the burn rate or your company will simply have to slow down or cancel your web or mobile project.*
   If you need to cut your burn rate in order to thrive and grow, and one of your major cost centers is software development, then outsourcing is not an option, it's a necessity. A few pointers:
   a) Have a transition period where your in-house team slowly hands over their responsibilities.
   b) As hard as it is to do, keep an open dialog with your existing employees, and do your best to keep them on board.
   c) Do your very best to avoid this situation from arising in the first place, by keeping a close eye on your costs, and making the transition to outsource BEFORE it becomes necessary in order to survive.

5. *Gain Access to World Class Talent*
   The talent needed to execute your project is not readily available in your home country or your internal company and you want to maximize use of talent in other parts of the world.

For small start-up businesses seeking investors and partners, showing that the company outsources its non-core functions to a professional firm with secure technology will help potential investors realize the start-up owner is running the business well.

Mistake #2 – *Outsourcing to the wrong place*

Most people seem to think they'll get the same experience wherever they outsource their project. This couldn't be further from the truth.

There are so many different places to outsource your project, each with their own cultures, management styles and expertise, so picking the right place is more important than you'd think.

For a detailed breakdown of the differences between countries, check out chapter 2.

Mistake #3 – *Picking the wrong vendor*

Unless you pick your vendor carefully, you could end up with a serious problem on your hands.

For the sake of simplicity, we suggest you use this 3-step formula to help you pick the right vendor.

1. *Search* – *find vendors you want to consider*

   Start by coming up with a small set of criteria, so you can select a broad range of vendors with the potential to be a good fit.

   For example, you may decide vendors are only worth considering if:

   a) They are specialists in iOS and Android development.
   b) They have experience creating cloud-hosted consumer applications.
   c) They've been around for longer than 3 years.

   You want to have no more than 20 vendors in your initial list, otherwise it's just going to get unwieldy and be more confusing than helpful.

2. *Assess* – *assess your short list*

   Secondly, you want to create a shortlist of no more than 3 vendors you can thoroughly investigate.

   The three most important criteria you need to assess at

this stage are:
- a) Technical skills
- b) Experience with projects of the same scope as yours
- c) Overlap OR compatibility with your workday

3. *Choose – Choose the winner*

You've now got your short list of vendors who all fit your most important criteria. The question is: how do you choose a winner?

Honestly, you're going to have to look at each option in detail, and use some sort of objective process to rate them against each other.

You should use a process that works for your project, and you might need to make your own individual changes. But, here are the most important things we suggest you do:

- a) Get some testimonials; what do their other clients think?
- b) Read some resumes; what skills do their engineers have?
- c) Investigate rates and terms; how do the quotes match up, are they within budget, do they seem reasonable?
- d) Do a test run; get them to do a small teaser project to see how you work together.

Mistake #4 – *Losing control of your project*

If you think you're going to be able to simply hand over your project on day one, and a few months later have someone hand you your finished source code, like a Grande Latte at Starbucks, you're sorely mistaken.

To cut a potentially long story short, regardless of how good your vendor is, you need to have a process, a system, to control their activities, track their progress, and correct problems, BEFORE they get out of hand.

There are tons of tools and development methods to help you do this. For more information on what they are and how to use them, check out Chapter 4.

Mistake #5 – *Failing to measure success… or the lack of it*

Depending on the nature of your project, the metrics that constitute success can be wildly different. If you don't have a way to accurately measure these on a regular basis, you're setting yourself up for failure.

You can see a full breakdown of how to measure success in Chapter 5. For now though, the most important thing is for you to commit to tracking something from the very beginning.

As long as the metric you track in some way indicates that your project is moving forward, what it is doesn't matter.

Mistake #6 – *Not protecting your intellectual property*

Whether you're planning to sell your new software, or simply use it in-house, the integrity of your intellectual property is a key consideration.

You need to ensure you have the proper contracts with your vendor, so they assign ownership of all copyrights to you. Otherwise, they, or even their engineers, could be the legal owners of the copyright.

Protecting your intellectual property is extremely important of course, but you also need to make sure you protect other people too.

If your software is created using any open source code, then you need to ensure you're in compliance with its license agreement.

For more information on how to protect your intellectual property, check out Chapter 6.

Mistake #7 – *Paralysis by analysis*

Are you feeling confused, unsure, excited, yet hesitant? Good.

This is where you should be; you have all the information, now it's time to make an informed decision.

Most people will become overwhelmed at this point, and rather than make a decision about whether outsourcing is right for them, they'll over-analyze the situation, and become paralyzed.

If you've got this far in this book, then it's safe to assume you're seriously considering outsourcing. To make the decision easier for you, we've created something special…

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"I have been working with Vishal and his team for 5 months now. Whenever I see their work, I always get thrilled to look at the designs. The thing that I really liked about them was that they were really interested in understanding my ultimate objective and what message I was trying to deliver through my websites."

~ Sonja Solaro ~ Author ~

~ Award Winning Entrepreneur and Business Coach ~

Bonus Quiz

"SHOULD I OUTSOURCE
MY NEXT PROJECT?"

I f you're still unsure about whether you should outsource you next project, then answering these simple yes/no questions will give you the answer you're looking for. All you have to do is give yourself a point for each YES answer. Here we go:

1. Does your project fit any of the following categories?
   a) You're creating your first software product, or a new, or additional, software application.
   b) You want to support or augment your in-house development team.
   c) You need to provide ongoing maintenance programming for an existing product.
   d) You need to cut the burn rate, or your company will simply have to slow down or cancel your web or mobile project.
   e) Gain Access to World Class Talent – The talent needed to execute your project is not readily available in your home country or your company and you want to maximize use of talent in other parts of the world.
2. Does your project require a specific set of expertise you currently do not have access to?
3. Are you likely to need to expand your development team over time?
4. Can you define the scope of the initial project easily?
5. After reading Chapter 6, are you confident you can protect your intellectual property?
6. Is outsourcing potentially a good long-term strategic move for your company?
7. Do you have an objective way to measure the success of the project?

If you scored over 4 points, then there's a good chance outsourcing is the right choice for you. In which case your next step is to find a vendor. You're probably expecting us to start pitching you on our services but we're NOT going to do that.

You see, you probably aren't a good fit to work with us. Most companies aren't. However, if you take this next quiz (it works the same way), and you score over 4 points, then yes, you MAY be a good fit to work with us, and should consider giving us a call.

Encore Bonus Quiz

ARE YOU A GOOD FIT TO WORK WITH DEDICATED DEVELOPERS?

Scoring: 1 point for each "YES" response.

1. Do you own a technology start-up or a web based business?
2. Do you have revenues between $500,000 and $10,000,000 a year?
3. Has your current developer left you before completing your current project and now you need someone to take care of your incomplete projects?
4. Is your business is growing and in order to get to the next level, you need help, but don't want to have an in-house team to deal with?
5. Are you simply too busy, and need to delegate some of the work, so you can focus on your more revenue generating activities?
6. Are you looking for a better alternative to your in-house or current designer or developer, because they simply are not producing the quality of work, or are not delivering on time or within a reasonable budget?
7. Do you want to offer more services to your existing clients but do not have the developers to do it?
8. Do you need to expand your current group of reliable vendors for new projects, flexibility and/or redundancy?
9. Do you want to create a new web business app, mobile app, or new software?

If you scored any more than 4 points on that little test, then you should definitely consider getting in touch with us to see if we can help you.

Check us out at www.DedicatedDevelopers.com.

Real Life Case Studies

WHAT'S IT LIKE TO WORK WITH DEDICATED DEVELOPERS?

TOM RICHARD

CMO Marketing Director
GymSource
www.GymSource.com

T om Richard is the CMO of GymSource, a professional speaker, and an exceptional business strategist. With his vast experience working with website developers, when a new project came to his mind in 2012, he quickly moved to action. For Tom, the project seemed perfectly feasible but when he ran it past his freelance web developer he hit a 'brick wall.'

Neither his web developer nor 7, yes 7, additional developers he contacted were able to help him. Most of the developers said they thought it could be done but none knew how to do it.

Frustrated and helpless with the whole process, Tom reached out to Sam Regal at Office Autopilot. Sam recommended Dedicated Developers to Tom for this important project. He was very impressed by the fact that unlike most companies he had contacted, Dedicated Developers would take over all the tasks required to do the job!

"The conversation unfolded well and you did a very good job in following up and taking over all the different parts of the project, and not making me do it all, which other companies have done. If I had the time to do that, I wouldn't need to hire somebody!"

Tom's existing web developer was working 80 to 100 hours a month but the developer was starting to let him down with project delays and unresponsiveness for several days in a row on the status of the current projects.

"Our developer at the time wasn't really available for the project and that was bothering me. He said he was but he never came though and because we were one of several different clients of his, things were either not being done or they were being done poorly.

Alarm bells started to ring because he began to give me very poor answers to a number of questions. That gave me the green light to look for a new resource.

He said that certain parts of the project couldn't be done. Either we had to take what's in the standard package or delete the feature. But, to me there was a 3rd and much better choice, which was for the developer to do it the way I wanted it to be done and then send me a bill for the work!

I kept hearing that we can't use all this or we can't do that and pick only one. I would not accept that. And that's what leads to more work for you guys."

Feeling exasperated by the whole situation, Tom started to look for an alternative developer or company and his quest to find the right solution for his project led him to discover Dedicated Developers. Tom had three very clear requirements for any developer or company and he would not proceed with a new association unless all three of his requirements were met.

"I really needed all 3 of the following to be present in order to move forward. The first thing was Communication and two points here are:

- *They need to communicate clearly.*
- *Actual communication coming back, from management, supervisors, and from the actual company and the employee.*

Not just the ability to communicate but actual wanting and desiring to communicate about the project and how things are going.

The Second would be Cost. Cost was a big factor. But not just the price. I'm talking about the total cost of getting the project done. Anyone can have a low price but if they take 3 times as long to do it as expected, technically I'm spending more money to get the project done.

Management and Leadership would be the third. I wanted to know if something needed addressing that I'd have a more senior person to go to, who'd have real interest in my results. And that's why I moved forward with Dedicated Developers - they met all three of my needs."

The solution was a dedicated developer from Dedicated Developers. Someone who works meticulously and thoroughly on only Tom's projects. Someone who meets his most important requirements when he decides to outsource a project. When asked what his top three requirements were, Tom replied:

"1. Certainty. Meaning I know what is going to be done with the money. I want to be sure something is going to be done within the agreed scope, whether that's in cost, timeline or capabilities.

2. Reliability. I need to be able to rely on you to deliver results efficiently.

3. Efficiency. Cost is of course always important but it doesn't matter how

cheap something is if the above 3 things are missing. You could charge half as much and it would be a bad deal for me."

So how do Dedicated Developers stack up against Tom's requirements?

"As far as web development, I would say 8 or 9 out of 10. Reliability I would say 10.

For ROI I'd say somewhere in the 7 or 8 out of 10 range and I think the reason it wouldn't be a 10 is because primarily, at this point, we're going through a learning curve for my massive website and several projects with unusually large scope requirements."

For Tom to truly judge the partnership with Dedicated Developers he had to see both tangible and intangible benefits.

A 30% Increase in Productivity and a 25% Reduction in Web Development Costs.

Since working with Dedicated Developers Tom has seen a 25% reduction in web costs and a 30% rise in productivity. Previously delayed projects are being efficiently completed. Completion of pending projects, reduction in costs, combined with an increase in productivity has led to increased profits.

The benefits Tom is experiencing are much wider than that:

"In the past I was spending a considerable amount of my time in babysitting freelancers as opposed to actually working on the website.

Now the work I'm doing with your web development team is actually about the work itself and it isn't about making sure that they are doing their work. We're accomplishing really productive results.

The amount of work we're getting done now could have easily required me to hire two web developers. Whereas working with your company I only had to hire one. That has a lot of intangible benefits.

I feel a real reduction in stress now because there's certainty. There is security knowing that the projects are going to be done in a very systematic, timely and very thorough manner. I don't need to constantly be worrying about what's going on. Is the work being done? Is it being done correctly? Are they even going to show up today and do the work?

There is a lot of security. The operation and your web development really works like clockwork. It's quite relieving knowing that the most important piece of my job function is really taken care of."

JANE NGUYEN

CEO and Founder
Complete Business Accounting

Jane Nguyen has 26 years of experience in the accounting industry, ranging from the Audit Department of Australian Taxation Office to the position of Tax Manager in a medium-size Chartered Accounting firm in Australia. Jane first graduated with a Bachelor of Business Degree (major in Accounting) from Monash University in Melbourne, Australia. Several years later when she was working as an auditor at the Australian Taxation Office, she went on to complete her Masters of Taxation at the University of New South Wales.

Her qualifications, combined with a unique exposure to experiences in different fields of accounting and taxation gave Jane the enviable position to help the Australian public. Jane takes advantage of modern technology of the 21st Century to deliver her knowledge, experience and skills to a wider audience of Australia.

While Jane is an expert accountant, by her own admission she is 'not good at technology.' Yet she knew she needed to take advantage of the Internet to grow both her 'bread and butter' accounting business and her online ventures.

Jane knew she needed to outsource - she spent thousands of dollars on training herself on how to outsource but she ended up more confused and stressed than ever.

"I didn't know what I was doing. I need to know exactly what I'm doing, because outsourcers did exactly what I asked them to do. They did not provide me with any guidance. They're there to do specific tasks. I wasn't specific enough because I didn't have enough knowledge in that area. It wasn't achievable for me to use them like I was."

There is a great deal of information available about how to hire and use outsourcers. The trouble is that there is a very wide chasm between theory and practice. Finding a high quality outsourcer on your own is almost like trying to find a needle in a haystack and it can turn out to be a very expensive process!

This is a very common problem.

"I took the courses, and I thought the courses would give me the steps, but it was still very hard, and trying to follow the steps, and trying to communicate those steps to an outsourcer. It's a big bridge to jump. When people sell these courses, they make it look so easy. They make it seem like I have the same expertise as they do.

I still have to manage my own accounting practice. Whenever I hit a hurdle, I have to go back and manage my business first because otherwise I can't pay the bills. It's critical for me to have an outsourcer who I can rely on and who can do the job and has the backup needed."

The whole point of using outsourcers is to save you time, money and stress. You should have high expectations. When Jane began speaking to Dedicated Developers about how they could help her, she was very clear about what she needed, both in the short and long term.

"To begin with, my requirements were pretty simple, but I had big plans and several very complex future projects to complete. My expectation was that I would have a technician who is an expert. More importantly, an expert who has access to a network of other experts and expertise to brainstorm and resolve the problems at hand.

It's a whole network and a team of experts, and not only one person. That gave me an immense sense of relief as my projects were completed by the Dedicated Developers team."

In fact, Jane was very specific about what was critical for her when looking to outsource her projects:

"1. The most important thing is that the other person understands what I'm talking about, and what I want. The exact outcome that I want for that project. If I have to re- explain the whole thing, or they spend a lot of time on it, then give it back to me and it's not something I want, then it's a waste of their time and my time. I think that's probably the most important thing, the clarity of the final outcome.

2. If the other person can just tell me if what I want is doable or not, because I don't know whether it is or not. I might ask for something that is not doable. Be frank with me and say, "Jane, today I have to do 'this,' I need extra software, extra things." I need some guidance from them as well. Even if they don't know."

Since working with Dedicated Developers Jane has seen significant improvements in her business. She estimates that she has saved 12 to 24 months in development time in just 3 months, and over 60% in costs over what she would have paid if she were to have had the same work completed locally. Jane has

experienced increased customer satisfaction and as a result, they are now spending   more on her products and services. In her own words, Jane says:

"We've hardly scratched the surface in the last 3 months. As we keep going I'm confident I can dominate my niche and be 'THE' go-to person in my industry. That couldn't have happened without Dedicated Developers."

MIKE LAMBERT

CTO
Virtual Project Manager, Inc.
www.GetAStart.com

Mike Lambert is a results driven and highly recognized serial entrepreneur, business manager and business development strategist specializing in keyword optimization and eclectic marketing tactics with one simple business mission:

"To achieve positive ROI and gain visibility in search engines and all over the Internet."

Mike's ability to stipulate value in the marketplace through competitive online marketing makes him unique. As President and Owner of the vastly growing Internet Marketing Company, Virtual Project Manager, Inc., Mike has worked with hundreds of companies from around the world.

He's well aware of the benefits of outsourcing. As his business grew quickly it wasn't long before he began to look for outside technical help to support his Internet based venture.

But it wasn't long before Mike began to hit problems. His initial outsourcing was via independent contractors in the Philippines.

"The contractors I worked with didn't have anybody to turn to with questions so they had to be extremely independent and figure things out on their own. Sometimes that was okay but more often than not it led to me wasting a lot of time trying to help them do the job I was paying them to do!

Lacking a support network meant they simply couldn't provide the service I needed. It was a constant frustration."

The more Mike's businesses grew the more help he needed and the more challenging it became. He simply couldn't afford to keep wasting time.

That's when he turned to Dedicated Developers. He was very clear about the top 3 things he needed from an outsourcing company.

"Trust that the work is being done as expected. That they are making every effort to do their best. I don't expect everybody to be the greatest developer

in the world but I do expect them to work as hard as they can and try to do their best while they work for us.

Cost effectiveness: I've got a pretty good idea of what projects should cost. Reliability that it's going to get the attention that it needs and get done on time rather than simply placed to the side until it becomes urgent."

Out of all of those, Mike identifies:

"TRUST is the most critical aspect to outsourcing success.

Trust is so critical because I put a lot of things into the trust area. We're sharing quite a bit of code that we've developed over the years as well as customer information.

When someone works on our projects they have direct access to the lifeblood of our business.

I need to trust them to know that they are going to do it the way that I've requested and documented it and given it the attention it deserves. The most important thing for me to know is that I can hand something over and know it's going to get worked on as I expect. I cannot risk a breach in trust. It could be catastrophic for our business."

When Mike came to Dedicated Developers he had to be sure that his requirements would be met and he would see real results. He was impressed from the very beginning. It was clear to Mike that Vishal and his team really did take the time to listen and understand what he needed and that they would do everything necessary to help.

Fifteen months later here's what Mike says:

"I have to give you 10 out of 10 for cost effectiveness. To get the level of service and results you provide would have cost me many times more at any other place I looked.

More importantly you've solved some really big headaches for us. Our past developers were a real challenge because they were independent and they didn't have any backup when they got stuck. That meant we ended up wasting time and money trying to help them, guide them, and force them to get things done right and on time.

Our transition to you has been pretty smooth and we've ironed out any hiccups quickly and efficiently. We accomplished a lot more than we could have without you and the whole process is without a shadow of a doubt easier and less stressful."

BILL PARRAVANO

CEO and Founder
Healing Concepts, L.P.
www.TheKneePainGuru.com

Bill is an international author, speaker, and teacher. He is the author of "Stop Your Knee Pain Now" and "The Comfort Zone." He has been working with knee pain sufferers since 1999. His research has helped people all over the world achieve their pain free goals.

But, when he approached Dedicated Developers, Bill was struggling.

"I was stuck in the day to day tasks of my business. I was spending my time doing the repetitive tasks and things that could be delegated. My e-mail inbox was getting more and more overwhelming. I was continually answering the same type of questions from my customers over and over again - something that I thought that I should not be doing and someone can easily do this for me so that I can spend my time on income generating activities. There was no way I could keep it up I was going to burn myself out.

Even worse, I was afraid my business was going to fail because I was spending nearly all my time on things that didn't bring me any money. I knew I had to be out their interacting with people at events but I had no idea how much money I'd need to spend to get help. Even then I didn't know if I'd have the revenue to justify the cost. It was a really scary time."

Bill met Vishal from Dedicated Developers at an industry event. Bill put his faith in them and accepted their proposal to outsource the activities he could no longer handle so he could focus on saving and growing his business. Dedicated Developers would become Bill's personalized auto responder for people who e-mailed him and take over and systemize other repetitive tasks.

But handing such personal and mission critical functions to Dedicated Developers meant Bill had to be sure everything was right:

"1. I had to trust tasks will be done on time. It's my business. It's a representation of me. I'm putting someone else between me and my clients. They're representing me and if they don't do it on time or don't do it
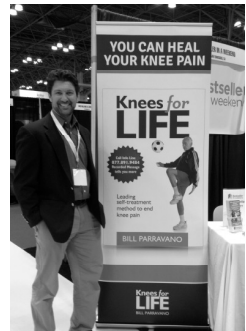
properly, I feel like I didn't keep my word.

2. *Trust. I had to trust things were done correctly. This was important because this affects my bottom line and how smooth the business runs. I need to be able to trust that all business tasks will be done in the same way.*

3. *Communication with proactive extra step follow-up to make sure everything is completed as it needs to be.*

4. *Attention to detail. It builds trust, it builds rapport, it builds confidence. People are more likely to purchase from me if they trust me, and they see that my whole business is dialed in. Details are big."*

Since working with Dedicated Developers Bill has seen amazing results, both tangible and intangible.

For Bill to get the same level of help and support he received from Dedicated Developers, he'd not only need an outsourcer, but he'd also need a project manager.

"For someone like Vikas from Dedicated Developers to do project management, it would cost $30,000 to $50,000, at a minimum. I'm getting that as part of your service. I'm getting $55,000.00 to $75,000.00 in services a year for $1,000.00 a month.

More importantly, I'm less stressed, I have more free time and my appointments are consistently filled, which means revenue is up. Couple that with the fact that my customer support and customer retention is at an all-time high, there's no doubt working with Dedicated Developers has been a great success."

JOVAN WILL

President and Co-Founder
Alpha Advisor Academy

Jovan Will is an entrepreneur, public speaker, and sales and marketing consultant. He's been featured on National Prime Time networks and is the co-founder of Alpha Advisor Academy.

Having started the business from scratch it didn't take long before his own success was catching up with him and he began the process of looking for help:

"When I first started I was very short staffed. I was doing everything - from implementing marketing ideas, copywriting, selling, uploading new client information, setting up auto responders, and writing the code to build the website. I reached a point where I just could not do it all by myself. There was no possible way I could accomplish everything I needed to get done in a day. We were stuck."

Very quickly Jovan became proficient at hiring and working with outsourcers from a variety of freelance websites. But that was causing problems. Although projects were getting done, he couldn't get projects done fast enough. He began to recruit outsourcers from the Philippines and quickly had over a dozen. In fact, he was hiring outsourcers from Eastern Europe, Mexico and even India. From part-time to full time to those who worked double-time.

But managing over a dozen freelancers was becoming a nightmare.

"It was incredibly challenging and difficult. It was such a struggle managing these folks. Managing their pay, dealing with all the power and Internet outages. There were times when you'd be completely out of touch for 2 days because there was a storm or something terrible, literally, some type of natural disaster would take out infrastructure and I wouldn't be able to be in touch with my team.

It was an absolute nightmare. I would never build a business that way ever again."

When Jovan approached Dedicated Developers to help with his web projects he had a ton of outsourcing experience behind him.

He knew what he needed and had a list of frustrations he needed to solve:

"1. The number one top frustration was just managing the work. Ensuring that the tasks that I needed to be done would get completed in a timely fashion. That was number one. That was very difficult.

2. The number two frustration was the compensation. Paying freelancers was such a pain. I'd wait in line at a Western Union, trying to get a bunch of pay checks paid, and then I tried another online payment system, and payments would get declined. Payroll was a complete nightmare. I'll never do that again.

3. The number three frustration would probably be the loss in translation. I'd say I need "X" but what ends up happening is "Y" gets produced. Huge communication breakdowns. Sometimes it would take me three times as long to actually explain to them what I needed than it would have to do the job. I could have just done it myself."

Working through the completely broken system of working with disjointed freelancers led Jovan to Dedicated Developers. Initially meeting them at an industry conference, Jovan quickly built up a level of trust with Dedicated Developers. That meant he was happy to place his projects in their hands.

The top 3 things Jovan wanted were:

"1. Accuracy. Time is my most precious asset. If something doesn't get done right the first time, that means that I have to get involved. I have to clean up whatever didn't get accomplished. It's very time draining on me, when I should be focusing on what's most important, which is making money. That's why accurate work is critical to me.

I want to initiate a request and I want it done right the first time. I don't want to have to keep checking to see if it's done right. That to me is so frustrating and time consuming, which is why I don't work with people who work that way. A lot of outsourcers may get half way done, or they get it done, and they keep checking with you, "Is this what you wanted?" It's such a pain in the neck.

2. Affordability is important. As a small business owner every dollar needs to make a difference. I can't afford to be wasteful, I'm not a Fortune 500 company who has a flexibility around budgets for the projects. I am a small business owners and for me every dollar has to produce some return for me. Each dollar spent has to result in either new customer acquisition or higher customer retention, or I simply have to choose to not buy some product or service. Every dollar that I spend has to be put towards something that's going to produce an outcome and get me closer to making

more money. That's what's most important to me.

3. *Timely communication is important because time is money. If there's an issue, or I have a request, and I don't hear back from you people in a reasonable period of time, then I'm stuck with the project or I'm stuck with something that needs to get done, and I've got customers ticked off at me and that costs me money.*

   We're small, and I have to be nimble, and I have to adjust, and I have to change things on a dime. If I can't work with an outsourcer that can do that, then it's not going to work."

Having worked with Dedicated Developers Jovan confidently says of these three critical areas:

"For accuracy you get 9 out of 10. And the only reason it's not a 10 is because of that one time I had to spend a little extra time on the transcription you did for me!

For affordability you definitely get at least an 8. That could quite easily be a 10 when you begin to offer the more customized service package we discussed, that you say is coming on line right away.

For timely communication I give you guys 10 out of 10. I couldn't ask for more - brilliant."

The results speak for themselves.

The real benefits Jovan has enjoyed since working with Dedicated Developers are much more tangible.

"There are really valuable, tangible things we've achieved with your help so far. I have about 5 online video membership sites that were initiated and set up by your team. I don't have to worry about these sites. Once they're set up, my assistant now handles everything.

We now have Office Autopilot set up properly. Working with Dedicated Developers helps me free up my assistant and she has been able to produce $2,000.00 or more in additional revenue that we simply wouldn't have seen before AND we probably save 40 or 50 hours a week which can be used elsewhere."

Jovan is seeing big competitive advantages. He can get things done much faster than his competition.

"Instead of having things lagging, and taking days or weeks to get videos and content online, within literally hours or one day, we can have all the training videos online. We had over 30 videos that we needed to get online, and within a day, literally, we had a whole product built, and ready to go.

The other competitive advantage is that we actually have the ability to get in touch with our leads almost in real time. With our competitors, customers have to fill out a request, and it might be a day or so before they get back to them.

We actually have the ability to respond to our customers really quickly, because we get an e-mail notification right away. I think that sets us apart in terms of our timely communication with our prospects."

Many of the benefits Jovan is now experiencing go beyond the financial savings. The peace of mind he has gained from knowing he can send a project and know it will be done on time, within budget and at the highest quality is liberating. It means he can spend his time focusing on the high value activities and planning that will set his business and his income on the fast track.

"For me, peace of mind is a big deal. I want to know that when I request something to be done, that it actually gets completed accurately and on time.

To know that if I need something done, I just put in a request. That level of confidence, that level of peace, that lack of anxiety. If I need it done, all I have to do is send out an e-mail or reach out to your team, and you guys are going to turn it around, and make sure it gets done properly. That to me is important.

Another thing, I don't like getting ripped off. I've been dealing with outsourcing from companies in the past. Or paying for terrible work that I didn't think matched the cost involved. They put in 40 hours of work, and they're fooling around, sitting there in their underwear in their basement, while the energy system goes up and down, and I'm still paying for that person. Even though there was a power outage for two days, they're still wanting to get paid for those two days. I have no ability to know whether they did anything or not.

Knowing I'm not going to get ripped off or scammed, and having the confidence to know that I'm actually getting what I paid for is fantastic and a great credit to Dedicated Developers."

JARED PRAZEN

Director of Business Development
Traffic Motion
www.TrafficMotion.com

J ared Prazen has a proven track record of providing web design, search engine optimization, and reputation management services for small and medium sized businesses. As the co- founder of Traffic Motion he grew the company from the ground floor to a solid base of recurring revenue clients.

Jared was in a great place, in many ways, yet he had to act quickly to ensure clients received the quality of work they deserved and to ensure the company didn't 'implode.' That's when Jared began to consider outsourcing:

"The main thing that prompted us to hire outsource workers was the idea that we wanted to improve our fulfillment capacity, at the most scalable cost possible. BUT, what we quickly found out was that there are a lot of challenges inherent in outsourcing overseas.

You've got time zone challenges; you've got language barriers, communication issues that crop up. While we were able to put out a good product, it still required a great deal more work on our part than we felt it should, considering we were actually hiring someone to help do it."

Having met Vishal Bhatia from Dedicated Developers and having been exposed to his commitment to outstanding service, Jared quickly made the decision to outsource to Dedicated Developers. His expectations were very simple:

"When you outsource you still have to stand by the end product. It's still your name on the line as far as your client is concerned. For us, it's critical to be able to deliver a product that we were still willing to put our names on. That was of critical importance. That was the area that your team was able to fulfil very well. We didn't have any concerns about using the websites you put together for us, and providing those to our end clients.

Honestly, that's the main factor, for me.

He built the agency and began to bring on ever more new clients for both web design and development and assurance of their presence online. He quickly got to the point where internal capacity could not handle demand.

Of course, the ability to work easily with your team was important to us as well. The fact that the communication issues that we were trying to solve by hiring you, those had to be much improved in utilizing your service to make it worthwhile. We felt that it definitely was."

The results speak for themselves.

Working with Dedicated Developers enabled him to meet the growing demand for his services.

"Working with you allowed us to scale our operation more, without bringing on additional staff. For the additional work we were bringing on it reduced our costs by at least 50%. We didn't actually reduce staff, but we had a reduction in the staff we would have had to hire to do the same amount of work.

At the very least, we would have had to hire three additional people in house to do what we were doing with you. It was well over $10,000.00 a month."

The positive effect on growth of Jared's company was profound.

"We were able to bring on twice the number of clients. It accelerated our business by at least 100%.

We'd have been half as efficient and would have had half the capacity to bring on work, were it not for utilizing your team. There's simply no way we would have had the growth we did without your help.

You saved us endless stress and frustration too. One of the big drivers for looking elsewhere for this kind of service was the fact that we had frustrations trying to do it ourselves. We tried several different outsourcers. It was really challenging. We had to spend a lot of time, late at night, when our schedules would overlap, trying to work through issues. That certainly took its toll.

Working with you has been a breeze. Especially after we'd gotten a few sub projects out of the way, and we knew what to expect! We could rest much more assured that the end product would be something our clients would love.

I could finally get real peace of mind."

STEVE SCHMIDT

President
Effect Web Agency
www.EffectWebAgency.com

Since 2005 Steve Schmidt has planned and developed hundreds of websites. A Computer Science graduate and award winning Fort Wayne Business Weekly Innovator, Steve knows how to design and build websites that make businesses better. How? By increasing profits, decreasing waste, integrating new tools to streamline business processes and allowing client websites to dominate the search engines.

Having previously run an in-house development team and experienced the cost and inflexibility that can bring, Steve made the decision to make use of outsourcers to grow the business he wanted. In short time he had outsourcers in the US, South America and a number of other countries. Each with their own particular skillset and each with their own particular way of managing projects.

Steve had a very particular set of challenges he wanted solved and was struggling to get the help he needed until he spoke to Vishal of Dedicated Developers:

"When we spoke, you mentioned that you're aware of all the most common problems that people have with outsourcing and you found the way to solve all of them.

That's the one thing I remember the most. That was intriguing, because you get calls and advertisements all the time from other outsourcing teams, but they always tell you about the different types of technology they can handle. They don't really address, 'We know what the problems are and we figured out a way to solve them.'"

Steve had hired the outsourcers he was working with, but the complexity of dealing with different people who work in different ways was causing serious problems and affecting clients and profits. Steve had FOUR big challenges to overcome:

1. Steve needed FASTER response times - time was critical.
2. Steve needed to be able to give out tasks in priority order

and KNOW they'd be done (not hope they'd be done). If something took too long and he had to get someone else to finish it, before you knew it a project was way, way behind.

3. Steve needed more control. Because his freelancers were working for multiple clients at the same time, at any moment an urgent project from someone else could stop progress on his projects. Those delays could be catastrophic.
4. Steve had too many variables, too much uncertainty and too much risk. That was stifling growth and profits.

In discussion with Dedicated Developers, it was clear that they did indeed have the experience to potentially solve these challenges for Steve by providing dedicated India based developers for a fraction of the cost Steve could find elsewhere. Even in Indiana a developer with 10 years' experience would have cost Steve over $30,000.00 a year - and that's significantly less than in some other US states.

Steve was extremely interested to hear that most of Dedicated Developers clients kept the same developer for years. This was good news and extremely promising for Steve since his experience had showed him that most would stay only a few months and he'd have to waste time bringing someone new up to speed.

"You told me about some other clients that have had full time team members for a year or more. That's long-term staff and that's what I was looking for. I'd worked with a lot of freelancers and for the first couple of months, everything is just great. Then they dwindle and go away, and get hired somewhere else and you have to find somebody else again."

Steve knew what his most important requirements were from a dedicated outsourcing service and his previous experience with another provide before hiring Dedicated Developers proved that:

"The most important factor for me would be the quality. Next, projects need to be on time and on budget. The company I used before would give me a quote and the next day or the next week, they would say they miscalculated, they actually need 2 people for 40 hours, not just 1. That's a huge difference and either my profit was eroded from a project or I'd have to go back to a client, head down and ask for more money. I could not do that because we give clients a fixed cost! That's really bad news and a big reason why I chose you instead."

Quality of work was critical for Steve because his brand is premium quality. Delivering anything but the best quality to his clients was not an option and average outsourcing work was not allowing Steve to provide that.

Work had to be on time. Steve learned directly from his clients that the most important thing was timeliness of project delivery. They would tell him of horror stories they'd heard from other people who'd hired a web developer and wasted their money. He could not let that happen when clients put their trust in him.

Steve always gives clients a fixed cost for a project, and unless there's something extra added, asking for more money destroys trust and leads to all sorts of problems later on.

When Steve made the decision to work with Dedicated Developers he did so with his eyes wide open, knowing what he needed. After having decided to hire one full time outsourcer from Dedicated Developers the results have been way beyond what Steve had hoped for.

Here's what he had to say about his most critical requirement - SPEED and time, thus cost savings:

"You did so many different things for us. It's much easier to work with Jay from Dedicated Developers than it is to manage freelancers with different schedules and priorities. It's probably saved me around 50% in costs at least."

Now, here's what Steve had to say about profits.

"We can handle more work because Jay (Steve's developer) works full time. Jay pays for himself, and probably one and a half times that. Conservatively, we get a 250% ROI on the money we spend. Which is great."

Finally, here's what Steve had to say about productivity and how much easier growing his business is now that he's hired a world-class outsourcer he can trust:

"There's a fantastic peace of mind, knowing Jay is handling our projects and things will be done when I get up in the morning. It allows me more time to focus on other things.

We're seeing a 75% to 100% increase in productivity in the web development services. Things can happen so much faster.

That means we can respond faster to our clients. Our response speed for getting work done and issues resolved is probably 50% to 100% faster. There really is a peace of mind and a confidence knowing that Jay is competent. I've got another developer I work with, and he doesn't meet deadlines like Jay does, he doesn't have the skill level that Jay does. There's a peace of mind being able to have Jay run with it. I know Jay is working hard, I know that he wants to do his best and it's a long-term relationship. There's a peace of mind that goes along with Jay, and working with you guys, being long term, being strategic and being set up right for future growth. These are exciting times and we're very pleased to be working with you."

JOUI TURANDOT

President
Rockstar Attraction
www.RockstarAttraction.com

J oui Turandot is the founder of Rockstar Attraction, a world leading resource helping men and women find the relationship of their dreams. How does she do it? She refers to it as a shift from brand identification to mate identification! She helps men create their own instant 'brand' - just like a rockstar!

As Joui's business grew quickly, she found that she was getting really bogged down with the tasks she really didn't enjoy:

"I couldn't do it all. I was thinking about the idea of doing what you're good at and outsource the rest. It was either stop doing things that were driving me crazy and move forward with what I wanted to do or else I was literally stuck where I was.

It was the frustration of not feeling like I was making any progress. It was slow. I was feeling depressed about doing all these things that I didn't really like doing. It was truly a waste of my vital energy, and I only have so much of it. If I was going to spend all my time doing that then I wouldn't have enough time for what I ultimately wanted to be doing, which was content production and ideas."

Joui met Vishal at an industry conference. She very quickly made the decision to outsource her website and shopping cart to Dedicated Developers. Her most important criteria were privacy, communication and ability to execute.

"The most important thing for me is privacy. Privacy is everything. It's your content, it's the safety of your accounts and money and identity. There seems to be so much shady stuff happening out there.

Secondly, it has to be communication. Communication and clarity about expectations, what's going to be accomplished for X amount of money and time? What's the time frame for execution? Making sure this is all realistic and transparent. Plus, having open and honest communication so that problems are shared and fixed and not hidden as surprises.

The third most important thing is the ability to execute the design. To have design skills. Someone who can do a range, not just one particular look. I do have a pretty strong aesthetic. I'm an artist. For me, knowing there could be a

lot of options around look and feel, and not just a corporate cold kind of design. That is really important to me."

Product development time cut from 9 months to just 3 months.

The first major task Joui used Dedicated Developers for was to launch here new product line, website and shopping cart.

"I was able to launch my whole product in 3 months. That's really amazing. Without you it would have taken at least another six months.

That allowed me to spend time on developing my ideas, which really allowed me to understand what I was doing with people, and market myself as a consultant much more powerfully. My consulting clients results were so much better because I was allowing myself the time to actually create the system and that would help them really step into a more powerful self. I wasn't bogged down with all the logistical stuff. I could focus on how I was performing as a coach.

You've allowed me to create a whole product that is very solid. To really take and make something for the future. I wasn't working on setting up a webpage or shopping cart or something. Now I have a really beautiful online presence. Everyone says that the website you made for me is amazing. It looks very professional. There's no way I could have made it look that good.

The real benefits for me go way beyond the website. It's mainly that my stress has been reduced, the stress that I was having with my family, my friendships, it affected everything. I was going crazy and I didn't want to crazy. I wanted to move forward. That was the main thing. It was more a personal need for sanity.

I'm so much less stressed, less worried, less aggravated. The frustrations have gone and I no longer fear marketing or embarrassment about my website. It's a great thing and I can't thank you enough."

DR. BRADLEY NELSON

Author of 'The Emotion Code'
CEO and Founder
Healers Library
www.HealersLibrary.com
www.DrBradleyNelson.com

D r. Bradley Nelson is the developer of the most advanced form of energy medicine on the planet. A holistic Chiropractic Physician and Medical Intuitive, Dr. Nelson is one of the world's foremost experts in the emerging fields of Bioenergetic Medicine and Energy Psychology.

His bestselling book, "The Emotion Code," is helping people all over the world to improve their lives by getting rid of their imbalanced emotional baggage. The users of The Emotion Code technique have found freedom from emotional problems such as depression and anxiety, as well as physical problems including fatigue, pain and disease. With customers all over the world, managing multiple websites, membership sites, e-commerce stores, customer service portals and social media was a critical piece of his multi-million dollar operation, and it was challenging to do it all by himself.

He created products, served customers, managed finances, implemented marketing and even built his own websites. But, in his own words:

"I used to be a computer programmer myself, so I did a lot of the work that Dedicated Developers now do for me. But, as we began to grow rapidly I just didn't have time. It wasn't working anymore. I had to get help or I would be faced with seriously limiting or even destroying the success I'd worked so hard to build."

To start with, Dr. Nelson tried hiring freelancers from all over world using common freelance websites where all manner and quality of people reside.

"Before I started working with Dedicated Developers I'd go online and try and define my project and then hope somebody from somewhere would come along with a bid for the work that made sense. That took a huge amount of

time and could be extremely frustrating. Even once I'd found a freelancer I often found communication was like getting 'blood out of a stone,' meaning projects took much longer than they should and the eventual result wasn't as good as it should have been. I dread to think how much time and money I wasted, let alone the amount of stress it caused me."

In fact, the top 3 headaches Dr. Nelson and those just like him who try to find freelancers to help them are:

Headache #1: Security – It's a big leap of faith to find someone on the other side of the planet on a freelance website and then just hand them the passwords to your websites, e-mail and most private data. This is one huge RISK which could have fatal consequences for any business. Had an untrustworthy person allowed Dr. Nelson's competitors to gain access to his most private files it could have cost him millions.

Headache #2: Communication – The moment communication becomes a challenge, mistakes are made, time is lost, frustration and anxiety set in and ultimately it costs money. And, while many independent freelancers claim to speak 100% fluent English, the reality is often quite different.

Headache #3: Efficiency – Success for Dr. Nelson means always being at the front of the pack, always innovating and delivering new and enhanced value to his customers. Achieving these goals with a team of independent freelancers was never going to happen.

It was the acceptance of these facts that gave Dr. Nelson a very clear-cut choice.

Find an outsourcing solution that works. Dr. Nelson worked with a company that used Dedicated Developers, and through the success of both, Dr. Nelson eventually worked directly with his own team at Dedicated Developers. And his decision paid off:

"First of all, from a security perspective, it's wonderful to just have one trusted team that we have shared out our server passwords with, rather than to all kinds of different people we don't know and who could be completely 'crazy' or 'cons' or 'frauds.'

Plus, where historically we were having problems with a communication barrier that only led to frustrations, now we have one communication point, everything is communicated effectively and projects are completed quickly and efficiently without hassle or stress. I just don't have to worry.

Even better, we specifically save at least one full time local staff member. Plus, we're more efficient because my staff has more time because they know you'll back them up. That means they can spend more time creating. It's hard

to put a price on that, it's hard to put a value on that, but it is definitely very valuable. You are an indispensable part of our team and you give great value."

The benefits Dr. Nelson is seeing go even deeper.

It's very expensive for any business to attract new customers – you know that by the hole in your bank account any time you've tried it. Thus, maximizing existing customer satisfaction and spending is absolutely critical.

"Before we started working with you, our customer service system was not up to par and consisted of an 'ad-hoc' mixture of phone and messages. Our customer service rating was down in the 70's, which was not good enough. Yet, I really didn't have time to focus on it. BUT, since working with you and setting up our full customer service helpdesk, our customer satisfaction has shot up 20 points or more into the mid 90's. The effect on customer spending is profound. Refunds are down and repeat spending is way up. It's been a major profit booster for us."

So how did all this happen?

Well, when you work with Dedicated Developers we simply take away all the hassle of web development, design, graphics, SEO, mobile applications and more, so you can focus on what you do best. And that's exactly what we did for Dr. Nelson. By his own admission we not only made him money but we saved him money too!

"… of course you have a team which costs us to have you there for us, but I would say that overall, taking into account how much extra we've made, working with Dedicated Developers team has saved my business 40% to 50% in costs. And given you've helped us leap frog about 2 years in development time, which is worth in the region of $6 to $8 million, I can hand on heart say working with Dedicated Developers is not only a pleasure but one of the best business decisions I've ever made.

The peace of mind that comes from being able to delegate the projects to your team and then knowing that it's going to get done. That's a wonderful thing and absolutely less stress, less worry, less fear, less anxiety, less stress hormones circulating in my blood and that's all good stuff. I can't thank you enough."

TYLER ARCHER

President
Archer Media Partners
www.TylerArcher.com

Tyler Archer is a top Internet Publisher, Conversion Specialist, Marketing Consultant and Direct Response Writer and Designer. Having been in web development since 1996 he provides a full range of services from marketing campaigns, design and development, conversion optimization, PPC advertising, mobile optimization, logos and branding, software design to full Infusionsoft and membership site integrations. He helps Authors, Experts, Speakers and Info-Publishers turn their premium content into highly profitable web entities.

At just 16 he borrowed Photoshop from a friend and helped a neighbor set up his new website. As he continued to build his business he continued to do everything himself.

This is what Tyler was facing:

"It was basically only me doing everything. By everything I mean, graphics, writing, design and unfortunately coding. Coding is the last thing on the list of things I enjoy doing and probably the least valuable use of my time. I realized at that point I was really stuck.

I was probably working 60 hours a week and there was absolutely no scale. I wanted to grow but couldn't. I had clients, I had projects coming in and I was turning work down because I could only do so much.

Writing, designing and branding is the work I love and want to spend my time doing, and that probably takes me 20% of the total time on the website. The remaining 80% to 90% of my time is consumed in coding.

I started looking for somebody to help me turn my designs into working websites and do all the coding. Whatever it took. Whether it was WordPress, HTML, CSS, PHP or all of those in one website. A one stop shop that could do it all for me."

He had to make a decision: be limited by his own success and continue to slave for 60+ hours a week or find a way to outsource the coding part of his business. Then he could take on more work and potentially quadruple his income in a very short time frame.

The trouble was that he had absolutely zero experience on how to outsource. He didn't know where to start.

Initially, he started by hiring within the US.

"I hired a few local people and it was a joke all the way round. IT was way too expensive and it was a complete waste of time.

Frankly, it saddens me to say, but when you hire Americans for Internet Marketing jobs, they seem to think they'll get to sit on the beach and be a millionaire. It's really hard to find anyone with the work ethic to actually work for 8 hours a day.

What you end up finding is it's very expensive, very unresponsive, and there's no reliability. You never know if something will be done or not, whether you'll be able to go home on time or you'll end up fixing their mess because they've decided to take the afternoon off. I could not find an effective solution. It was extremely frustrating."

Tyler again found himself stuck. However, he was still convinced that he could find an efficient way to outsource the coding part of his projects. He wanted to focus on what he was good at, and focus on quadrupling his income, which he knew for certain was realistic. But how was he going to do it?

The most important thing for Tyler was to be able to delegate the coding to a qualified developer and KNOW with certainty that it would be well done and completed on time. He was tired of delegating work and then hearing people come back and say they needed a bit more time, or there was more work to be done, and they needed more money. All he wanted and needed was for his projects to be done on time and at a reasonable cost. That would mean he could make money and grow his business.

That's what led him to Dedicated Developers team:

"I was attracted to Dedicated Developers for a number of reasons. Price was definitely a consideration. Over and above that I was very impressed with the management structure. The people at Dedicated Developers work 8 am to 5 pm Monday to Friday. I know what I'm going to get. I know they're going to show up for work and I know they'll be communicating about my projects and I know they'll get it done. That's a HUGE benefit for me – I no longer have to worry.

Coding makes me want to put a bullet in my head. I don't have to do it anymore and that's invaluable.

Nobody can be good at everything and nobody can enjoy everything and coding is the one thing I really hated. Dedicated Developers allows me get rid of that 50% of my business that I hate – those tasks that make me less efficient,

that made my days long and made my business no fun. I get to take that 50% and delegate it to a developer who is good at it, and enjoys it. Brilliant."

Tyler's 'hunch' that delegating the coding work to an outsourcer would allow him to quadruple his income became absolutely true:

"I would say that using Dedicated Developers increased my income at least 175% in just a year. That's very, very, very true.

Over the last 3 years, my team in India has made me a lot of money. That's how valuable they are. My return on investment is this: I spend roughly $2K with you and get back roughly $8K in revenue. This lets me structure my business in a way that it is incredibly efficient and highly leveraged. My 1 hour becomes 4 hours. That's really important, both in Time and in Money.

I would say that I wouldn't have been able to tackle the projects and the clients that I took on at all if I didn't have my team at Dedicated Developers. Would these projects be done without you? No. Without you I could never have achieved what I have."

Listen to what Tyler has to say very carefully. It sounds a little tricky but it's not. It means projects can be completed in less than half the normal time…

"One of the really cool things about working with Dedicated Developers is that the programmers are located in India. At first that may seem like a hindrance BUT in fact it's a huge, hidden benefit.

If we have a project, it would take me and my programmer 3 full days each to do it ourselves. We're both on normal American time, so it's going to take us 6 days, since we're both working during the day in our time zone. With your developer in India, he actually starts his full day when I go bed, so when I wake up we are now a day ahead!

What would have taken me and another American programmer 6 days, now takes only 3 days with you.

That means not only can I get more projects done and take on more projects but clients are super-impressed because we deliver faster than anyone with an American team ever could at a fraction of the cost! It's a brilliant position to be in."

This allows Tyler to have an undeniable competitive advantage. For an American supplier to compete on time they would have to hire twice as much staff. As well, since American staff are about 4 times as expensive, the overall project cost would be around 8 TIMES that of Tyler's. Tyler can now win on price AND service every time!

His income has quadrupled and he says:

"I would say that working with Dedicated Developers has led quite definitely to a massive reduction in stress. Quite simply, they're handling those things that I don't like to do and I'm not good at. To have a team like yours whom I can trust to handle those things is an incredible stress relief."

CHELSEA O'BRIEN

President
Tech Diva Media
www.TechDivaMedia.com

Chelsea O'Brien, president of Tech Diva Media, is a web designer and online marketing consultant. Majoring in art in college, she began studying and building websites in 2002 for fun. After graduating, she continued to freelance for the next 5 years. She soon became interested in marketing, and created Tech Diva Media around online marketing and web design services.

In the past 2 years, she's been focusing on driving web traffic with search engine optimization and PPC ads for her clients. The demand for her web traffic generation services started to grow and she was getting requests for increasing numbers of projects. While that was eternally welcome, she was fast becoming overwhelmed.

"Overwhelmed. It was so overwhelming having too many projects going on at once, my mind was boggled, I couldn't focus clearly – things were getting missed and I wasn't getting anything done effectively.

I was working 10 or 12 hour days, and not really taking any breaks, and then some on Saturdays. It was getting really bad, affecting my quality of life. I knew that it was not a good thing."

Chelsea began to outsource via freelance websites but soon felt the need to find a more reliable outsourcing partner because working with freelancers was just not working out. Ultimately, she partnered with Dedicated Developers. Before she made that decision she had to consider her options.

"One of the things I looked at was the time that was involved in hiring people on the freelance sites, and the kinds of people on them. It was insane! By the time I factored in my time to review people each time, it actually was more affordable to go with Dedicated Developers. That also meant I didn't have to continually go through the hiring process."

As an experienced ex-freelancer herself, Chelsea knew what it took to deliver a service that would really help her clients. We knew what was needed in an outsourcing partner to give her and

her clients the best possible service. Here four most important considerations were:

"1. *Communication. I need to communicate with my clients, and my own communication is really, really important to me. I'm in communication with my clients almost daily. Every time I ask for progress reports so I can report back to clients, I need to know I'll get them and progress has been made. I want to be able to report back to clients and in turn they will have confidence in me. If I'm in contact with my team, I feel confident and that I'm not making something up.*

2. *Timeliness. This is really important because it affects my own deliverability. My reputation is on the line when I commit to a deadline.*

3. *Flexibility. So many of my client's projects change as we move through them or they have a new idea they'd like to implement. I have to be able to account for that and know the person working for me can handle it.*

4. *Creativity. A lot of what I need outsourced involves writing and I need someone who can write well and create themes for the projects. The last thing I need is to have to babysit someone and to have to keep reviewing what they've written. Accuracy is critical too."*

The solution from Dedicated Developers was a dedicated outsourcer who Chelsea could use for all her tasks. This allowed her the time she needed to focus on growing her business. Once she started working with Dedicated Developers, Chelsea wanted to ensure her requirements were met. Here's what Chelsea had to say about Dedicated Developers when it came to her key performance criteria:

"*I'd give them a 10 out of 10 for communication.*

For timeliness I'd give them an 8 out of 10 but only because of a couple of minor slips which were more my fault than anything.

For flexibility Emma (Chelsea's outsourcer) gets 10 out of 10, she was great!

For creativity I would say an 8 or a 9. They could easily make that a 10 by simply shortcutting the early skills matching so that I knew early on more about what Emma could do to help me. Turns out she had way more skills than I'd really asked for!"

The benefits Chelsea has seen are much more important than just what she thinks of the service provided. Here are just some of the benefits she's enjoyed:

"*Now that I had the reliable outsourced employee from Dedicated Developers, I could quote my clients for other services so they stay with me*

rather than going to someone else. That means more income!

I'm less stressed! I could forget about all the mundane, painful jobs I hated and get on with the coaching and design work I love doing. My mind was freed up and I could move forward rather than constantly fight fires.

When I was building sites for clients I'd charge $100 an hour for my design and development work. Now I'm paying $13 to $14 an hour and that means I can take on way more clients, meet their budgets, save time and get more new projects completed.

Plus, I saved tons of time by not having to hire people on freelance websites.

And I avoided having to hire someone physically which would have been a nightmare because I travel a lot and I don't have an office space!"

By working with Dedicated Developers, Chelsea was able to spend time building another business and earn additional income. That would not have been possible without help.

She was able to create a competitive advantage that had previously been impossible because she just didn't have enough time.

"Prior to working with you, I was mostly focusing on web design, and that meant that I was doing one time jobs. Once I had Emma (my outsourced assistant), then I could start servicing and adding the back end product.

There are lots of web designers, but they don't understand driving traffic, and Search Engine Optimization (SEO). You can do only one or the other. With your help, I could do both, so I could service clients on a monthly basis, rather than just once. That was very neat, because I could become a designer who also knew how to drive traffic. Which not many designers can do. It was a great competitive advantage for me and won me a lot of clients."

NEIL VENKETRAMEN

CEO and Founder
Lean Buddy
www.LeanBuddy.com

Neil Venketramen is the owner of Equity Excel from Chicago. With a long history as a CPA and entrepreneur, Neil came to Dedicated Developers with a huge mobile application project called Lean Buddy, a project which was on the fast track to failure, until Dedicated Developers came along.

Here is Neil's account of how Dedicated Developers helped him turn round a project which could have failed at huge expense.

"Before hiring Dedicated Developers, I worked with a local company in Chicago, because I thought they would deliver a better quality app for me. Being in Chicago, I thought we would have an advantage by hiring a local Chicago company. I originally chose them over Vishal of Dedicated Developers.

After investing 4 months of our time and wasting around $10,000 with them, we realized that they had provided us a half-baked scope and quotation and architecture that was simply not feasible.

They promised to give us the first milestone delivery one month after the kick off.

Four months later they stopped responding to e-mails and phone calls. They knew perfectly well that they couldn't do the work, they wanted more money and effort. The problem was we lost a lot of time that resulted in at least $50,000 in lost revenue. We have a legal case pending against that company in the court to try and recover some of our lost investment.

I called Vishal at Dedicated Developers and they rescued us. Vishal and his team of programmers were extremely patient with us and designed the entire scope of work before launching the project.

The mistake we made with the other company was that we did not do a full detailed scope before starting the project. They gave me 3 or 4 screenshots and came back with a half-baked scope. I am not a programmer and they took advantage of my ignorance and convinced me that their scope and quotation were good. In the end, it was a complete disaster.

When I started working with Dedicated Developers, Vishal's team took

the time to prepare the scope diligently and we went through all the pieces. More importantly, you went back and put it in the documentation. Piece by piece you asked questions and then knew exactly what we wanted.

After the initial scope and architecture, Vishal's team gave me milestone dates and deadlines.

There were no surprises. We have been working with your team for over a year now, and your team has delivered all the milestones as promised. We even got your code reviewed by an independent programming company in Chicago. We chose Dedicated Developers because they had experience in mobile development work. Knowing that no code is going be perfect, we hired a brand new team for testing. The local Chicago company that reviewed the work completed by Dedicated Developers gave 5-star feedback on the code developed by Dedicated Developers. We were convinced that although we outsourced, we still received the highest quality work, which is not so common in the outsourcing industry.

The app is now live on both iTunes and Android.

The Dedicated Developers team worked late nights and weekends vigorously to resolve the process.

I highly endorse them. Thanks Vishal! Thanks for doing an awesome job!"

NITIN CHHODA

PT, DPT, CSCS
CEO and Founder
Total Activation
www.TherapyNewsletter.com

N itin Chhoda PT, DPT, CSCS is a licensed physical therapist in New Jersey and New York and a published author of "Physical Therapy Marketing for the New Economy" and "Total Activation: The New 5 Step Fitness Mantra" (both featured on www.Amazon.com).

He is also a private practice marketing consultant and just a regular guy who enjoys time with his wife (also a physical therapist) Ritika Gulrajani PT, DPT in their home in New Jersey.

Nitin reveals tips on marketing and referral generation for private practices on his blog. He's been featured on the *Martha Stewart* radio show, *Investors Business Daily*, the *Bergen Record* (amongst the nation's 100 most widely circulated newspapers), *CBS*, the *Daily Herald*, the *San Francisco Chronicle*, and *CH14TV* in Montreal, Canada.

Nitin's YouTube channel on practice management and marketing for physical therapy, chiropractic and dental clinics is one of the most widely watched channels for private practice owners on YouTube, with hundreds of thousands of views and hundreds of comments from private practice owners throughout the world.

It's for these reasons that Nitin has been called the "Number one private practice marketing consultant and business expert" according to Wikipedia.

In the early days, Nitin personally made updates to his websites himself. At first that was fine. But as with any successful business, finding time for low value tasks such as web updates was becoming a headache. While the updates themselves were critical for his readers and clients alike, he could not hope to reach his personal income goal if his time was taken up with web updates and the like. In addition, he didn't have a good web designer he could rely on,

something which was becoming more and more important for him. So, he made the decision to outsource.

To start with, Nitin set out to hire outsourcers in the Philippines. In his own words, he struggled:

"There are lots of issues, hiring people in the Philippines, in terms of customer support. I had bad experiences because firstly, they were not reliable and secondly, half the time they have Internet outages and power issues which means projects are late and often below quality."

Common and yet hard to believe excuses as to why work was late included:

"You know... my daughter had a function today so I could not come... I was late because of the rain and I had to be deal with things like that."

The end result was a lot of wasted time, projects were delayed, unnecessary frustration, stress and anxiety. This was a far cry from the outcome that Nitin had hoped to achieve from outsourcing.

Nitin's experience showed that unless you have reliable outsourcers who listen and take action on requests, you end up wasting a lot of time rather than saving time!

Furthermore, Nitin found out that there is more to this than just reliability. In fact, he discovered two critical factors to building trust with outsourcers:

1. FLEXIBILITY
2. RELIABILITY

"When these two are apparent, a real partnership for growth can be formed. You have to trust someone is working 8 hours a day and not working 4 hours and taking 4 hours off. Where they are flexible and reliable then the trust can be built."

After meeting Vishal at an industry conference, Nitin decided to give Dedicated Developers the opportunity to help solve his outsourcing headaches.

"The structure I had before was that there was one designer who was unreliable. He was doing some design work for us and the idea was to reduce the load on him. And secondly, the basic structure was that I wanted someone to be in India to work Indian standard time so that I could work real time with the developer on core product. I wanted an affordable solution in India."

After partnering with Dedicated Developers and once a few early system and process challenges were 'ironed' out, Nitin witnessed amazing results that exceeded his expectations.

"Once we'd ironed out a few early challenges which frankly were to be expected, working with Dedicated Developers has been a real success. We can build client websites much faster and add new features much faster too. That's critical to maintain our client satisfaction and spending.

Moreover, the intangible benefits are even greater. I no longer have to worry about whether things will get done. I know I can go to sleep and wake up and tasks will be complete. Even when something is new, I know you'll be flexible and get it done. I no longer have to worry about our client sites being security hacked. I have more time for sales and marketing and critically I have more time to focus on high dollar activities. Hitting a 500% return on investment is quite normal."

Nitin further explains that he has moved from a position of stress and frustration with disjointed outsourcers who constantly let him down, to a reliable, flexible outsourcing team that gives him a 500% return on investment and a huge competitive advantage.

He is thrilled with the great amount of success from his association with Dedicated Developers. In conclusion, he gives his top three reasons for making the shift to Dedicated Developers.

"My top three reasons to outsource with Dedicated Developers:
1. *I make more money because I get more done.*
2. *I have more time for other things, including my family, because my dedicated team gets the work done for me.*
3. *I'm happy to be able to help others have a good job. I've been very fortunate and it's good to know that I'm helping others have a stable prosperous future."*

ABOUT THE AUTHORS

Vishal Bhatia
CEO and Founder of DedicatedDevelopers.com

Raised in the humble settings of Haridwar or the 'Holy City' in Northern India, Vishal Bhatia's rise to become a successful US entrepreneur has been nothing short of spectacular. Vishal received a scholarship to the University of Colorado, Boulder, where he pursued and earned a Masters in Electrical Engineering. With over 7 years of cutting-edge experience in the technology sector, engineer-turned-entrepreneur Vishal Bhatia is now the CEO and Founder of Dedicated Developers.

He is a world-leading expert on Internet marketing, copywriting and personal branding. He is also author of the book "The Serious Entrepreneur's Guide To Creating Customers For Life."

After successfully coaching and mentoring numerous entrepreneurs, Vishal recognized that most entrepreneurs are trapped in the mindset of doing everything themselves, leaving them with little or no time to focus on actual money making activities for their business.

Committed to helping fellow entrepreneurs, Vishal started Dedicated Developers in 2009 and aims to provide the best outsourcing services to businesses worldwide.

Vishal firmly believes that with a partner like Dedicated Developers, small to medium sized firms can, just like Fortune 500 companies, successfully outsource work and reap the same benefits of lower costs and higher efficiency.

Vikas Bhatia
COO and Founder of DedicatedDevelopers.com

Vikas Bhatia graduated from the University of Colorado, Boulder with a Masters in Electrical Engineering.

He is the COO and Founder of Dedicated Developers and a world-leading expert in Google Pay Per Click marketing and Search Engine Optimization. Vikas has successfully coached and mentored over 10,000 budding entrepreneurs via webinars, live conferences, in classroom training and personal coaching.

He has shared the stage with the most successful people in search engine marketing. Yet, while coaching and mentoring various entrepreneurs around the world, Vikas also realized that most entrepreneurs are unable to grow because they do not have access to resources to successfully scale.

Fueled by his passion to help fellow business owners, he partnered with Vishal to create and build Dedicated Developers. "Our objective is to facilitate an online environment that is conducive to using the best available global resources for the best available prices," states Vikas.

Vikas attributes the success of Dedicated Developers to its unshakeable commitment to delivering maximum value while helping clients truly succeed in a constantly changing and challenging business world.

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