

# INTERVENTURE

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## Case Study

# Nearshoring 2.0 – Own Team Model

The Establishment of a Nearshore  
Development Team for Mediatech Solutions S.L.

### Contact

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Technologies: .NET/C#, QA  
Number of developers as of December 2013: 7



*“After seeing that InterVenture’s Own Team Model works out well for us, we have expanded our initial team in Belgrade from three to seven developers within three months. Our plan is to scale up further with additional ten colleagues in Belgrade throughout 2014.”*

**Andre Marenke**

Head of Development, Mediatech Solutions S.L.

# Overview

- Mediatech Solutions S.L. ([www.mediatechsolutions.es](http://www.mediatechsolutions.es)) is a Spanish growth stage start-up company in the field of online gaming. After the liberalisation of the betting market in Spain, Mediatech managed to win a 20% market share within three years from the company's foundation.
- The software platform is mainly developed in .NET technologies.
- After growing very quickly at the beginning, the company became aware of the risks associated with the inconsistent code base. Mediatech decided to strengthen the development team in order to refactor and optimise the existing code base, while developing the platform further to keep pace with the increasing number of client requests.
- Prior to contacting InterVenture, Mediatech searched for qualified specialists throughout Spain and over headhunting agencies in UK and Germany without success.
- The primary reason for choosing our Own Team Model was the opportunity for a quick expansion of the existing in-house team, while retaining a high competence level of additional team members together with a significant labour cost reduction.
- The agreed initial team size in Belgrade amounted to three full time .NET developers – one of them was ideally supposed to immediately take over the Team Lead role for the Belgrade team.
- Nine weeks after the initial contact with Mediatech, InterVenture was able to employ all three software engineers. One colleague with over 8 years experience in the online gaming industry was directly hired as the local Team Lead.
- Formal education of the starting Team: 3 Masters in Computer Science. All developers have 6+ years of working experience.
- Mediatech was positively surprised by the short recruiting process and high competence level of the new team members. The company scaled up with additional four developers within three months. Their plan is to expand the team further with ten new colleagues throughout 2014.

## Recruiting Process: 3 rounds

- Required skills and expertise: After receiving from Mediatech the specific requirements regarding the technical know how of the desired candidates, we have started the search process within our internal network and free labour market.
- Preselection: Internal first round interviews with promising candidates were organised at the InterVenture nearshore center. Our Team Manager and HR primarily focus here on technical know how, command of English and soft skills, like motivation and ability to proactively work in a team. During this process the candidates were also given more information about Mediatech as well as about their future role and responsibilities.
- Recommendation: The CVs of the candidates, who have successfully passed the first round interviews, were forwarded together with our assessment summary to Mediatech for review and feedback.
- 2nd round interview: Candidates, who were shortlisted by our client, were invited to a second round interview at our development center. The CEO and CTO of Mediatech lead here direct interviews with the individual candidates via video conferencing.
- 3rd round in person interview: The CTO visited our development center in Belgrade to personally meet the candidates who have left a positive impression during the previous interviews. Two senior developers from Madrid were also invited to join the interviews via video conferencing.
- Decision: The final selection of the right candidates was made by Mediatech by taking the suggestions of InterVenture into account.

## Transparent Compensation

- After the first round interviews InterVenture notifies its clients about the individual salary expectations of the corresponding candidates. We also make suggestions regarding fair salary offers by reflecting the local labour market development.
- The InterVenture management fee applies to all employees and comes on top of the direct salaries. All components are shown transparently, which allows Mediatech to compare the performance within the team, manage work expectations and reward good individual results – the same way as with in-house employees.

## Everyday Collaboration

- The in-house and nearshore teams are technically and organisationally completely integrated. They work together in a mix of Scrum and Kanban as one department.
- All colleagues have the same @mediatechsolutions.es email extension and are connected to the same development environment via dedicated VPN link.
- Daily morning meetings via video conferencing ensure that everybody is up to date with relevant information.
- All team members are permanently online and available for discussing the daily issues.
- The local team lead in Belgrade scales the additional information flow with the CTO in Madrid and makes sure that all tasks are correctly understood and put into perspective with the “big picture“.
- Weekly internal briefings between all colleagues and the InterVenture Team Management ensure that potential issues of any kind are identified and resolved on time.
- Occasional in-person meetings in Madrid and Belgrade are organised to optimise the necessary know how transfer and to strengthen the team spirit.
- At the beginning all new team members spend two weeks in Madrid to meet other colleagues and to get to know the organisation, products and processes.
- All members of the Belgrade team work permanently and exclusively as part of Mediatech.

## MBO

- We use in general Management By Objectives ("MBO") for defining objectives for the developers so that management and employees agree to the objectives and understand what they need to do in the organisation.
- In line with the existing internal processes of Mediatech, it has been agreed to have an annual MBO review, which allows to track the technical but also personal development based on defined and reached objectives and to employ corresponding performance incentives. During this process targets for the upcoming year are also being set.