154 New engineers in 6 months across 12 core competencies

$0 No start-up costs or transfer fees

40% Savings in operational costs

The Race for Talent

"To drive digital and rapidly innovate we needed a tech horsepower boost. Our retail partners are delighted with the results."

The Customer

Ecolab is the global leader in water, hygiene, and infection prevention solutions - helping businesses succeed while protecting people and vital resources. This Fortune 500 company offers comprehensive science-based solutions, data-driven insights and world-class service to support various industries, such as animal and plant production, foodservice, food processing, hospitality, healthcare, industrial, life sciences and oil and gas markets. With nearly three million customer locations in over 170 countries around the world, Ecolab is recognized as market leaders with an eye on sustainable solutions.

The Problem

While solid innovation strategies were in place at Ecolab, the lack of available talent to execute on big ideas seriously compromised their success. With an extremely competitive market for STEM talent, finding qualified IT resources was expensive and often impossible. US-based contractors were even more costly and often resulted in intellectual property risk. Typical budget constraints and traditional funding models constrained Ecolab's execution, innovation, agility, and progress.

The Solution

To address this talent gap, Ecolab partnered with SMC Squared and used its proprietary Strategic Assessment Model (SAM). The SAM enabled a customized approach to assess current IT capabilities and talent strategies. It provided a framework to map future development needs and leverage SMC's extensive experience in building and managing dedicated global teams.

At the heart of Ecolab's solution was the Ecolab Digital Center (EDC), built in Bangalore completely on SMC's dime. This included the creation of a legal entity, the acquisition of required leases, the physical buildout of the space, and the hiring of key office, HR and managing director roles—all at no upfront expense to the Company.

Ongoing, SMC uses its US Enablement framework to manage the EDC and meet quality guarantees, while saving over 40% of operational costs and delivering 1:1 (India:US) productivity ratio.

The framework also enables the US-based director—a non-billable, value-added role—to drive a global development mindset among the US and India resources across Agile, DevOps, and traditional methodologies. The approach is quick to recognize opportunities and risks that drive effective project management, predictable outcomes, and quality that exceeds US standards.

In just 12 months the EDC was able to grow "right-sized " teams in over twelve capability areas including mobile, machine learning, RPA, and Salesforce. Ecolab reclaimed control over their global development work in a powerful and transformational way, with a total cost-of-ownership unheard of in traditional IT services or outsourcing models.

As Ecolab moved through a three year operational plan, this "Global One Team" approach proved highly-productive and cost-effective in leveraging synchronized resources between India and the US.

SMC's model allowed Ecolab to transfer their global talent asset in year three without a buyout fee. Combined with no upfront capital requirements, this solution is perfect for companies wanting a no-risk, fast-track path to execute on big ideas through highly coordinated, cost-effective global IT resources.