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## MOBILIZE.NET : “MOBILIZING GROWTH”

Tom Button, CEO of Mobilize.Net, looked away from his co-passengers and out at the crowded streets of Bangalore from the back of the moving car. It was a warm day in mid March and “India’s Silicon Valley” was as busy and bustling as ever. As their car weaved its way through the early evening rush hour traffic heading back towards their hotel, Button reflected on the past few days. He, with his colleagues Dee Dee Walsh and Raj Biyani, had been visiting some major Information Technology (IT) service providers in India and he was processing what he had seen.

Button had worked at Microsoft for many years in a variety of roles, and Walsh and Biyani were both former colleagues from his days at Microsoft. Walsh was now Vice President of Marketing and Business Development at Mobilize.Net, and Biyani, who was until recently the managing director of Microsoft IT India, was an advisor to the board of Mobilize<sup>1</sup>. In his current role as CEO of Mobilize, Button had enabled partnerships with many large and small IT companies, including several from India. During this trip, seeing firsthand the scale and depth of operations of some of these Indian multi

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<sup>1</sup> For profiles of the key players in this case study, see <http://www.mobilize.net/management-team/>

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This case was written by Prof. Indranil Bose at the Indian Institute of Management Calcutta, and Saikat Lahiri. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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nationals had further reinforced Button's view that Mobilize.Net, on its own strengths, might struggle to grow as quickly going forward as it had for the past few years.

"If you can't beat them, join them", was the thought that was circling in Button's mind as he mulled the question of how to expand their business as efficiently and effectively as possible. He needed a strategy that would enable them to truly break out.

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