Summary of the Business Plan for
Innofy Software Labs
The Quality Assurance Specialists

Vision

- Within the next five years grow Innofy into a $47 million provider of quality assurance services that cover the complete life-cycle of financial and telecommunications software

- Innofy – headquartered in Dubai – will have sales and support offices in Singapore, Washington and London, and engineering centers in Dubai, Lahore, Karachi and Islamabad

Mission

- Enable the client companies get premium rates for their services by measurably enhancing the quality of he software they develop

- *Cultural Mission:* Speed through innovation; Craftsmanship

Objectives

- Grow revenue-per-SQA-engineer from $30k to $36k to $47k to $56k to $62k during the first five years
- Grow the number of professionals from 50 to 130 to 262 to 513 to 800 during the first five years
- Grow revenue from $0.63M to $3.9M to $11M to $26M to $47M during the first five years
- Achieve profits before tax of $4.0M and $13M in the fourth and fifth years, respectively
- Raise investments amounting $1.4M, $2.1M and $1.4M during the first, second and the third years

Strategies

- Sell to Asian operations of US businesses; Leverage those relationships to get work from their parents
- Focus on: i) Small-to-medium sized projects. ii) Companies in a hurry. iii) Telecom and finance sectors
- Focus on *verification* assurance initially; Expand into higher value-adding *validation* assurance later
- Attract, retain excellent individuals by ensuring their professional growth, equity sharing
- Hire non-computing graduates with analytical skills or domain expertise
- Leverage the under-utilized, attractively-priced HR available in Pakistan
- Train, tirelessly; Ensure an expanding supply of SQA-engineers through a separate training operation
- Give new clients the assurance of working with a world-class player through certifications
- Build an organizational culture rooted in shared-values, and keep on enhancing it
- List on the Karachi Stock Exchange/Regional Exchanges/NASDAQ

Plans

- Recruit a chief sales/marketing officer (2005)
- Establish a temporary headquarters and the main engineering center in Lahore (2005)
- Establish a sales & support offices in Singapore (2005) and Washington (2006)
- Move headquarters to Dubai and establish a engineering center there (2006-7)
- Establish a sales & support office in London (2006-7)
- Establish engineering centers in Islamabad (2007-8) and Karachi (2008-9)
- Hire 90% of SQA-engineers with analytical training or domain expertise, e.g. engineering, finance
- Focus on *verification* assurance services initially, then expand into *validation* assurance in 2009
- To ensue continuous improvement of training, spin it off into a separate business-unit (2006)
- ISO9000 quality certification (2006); CMM-L3 (2008); CMM-L4 in (2009); CMM-L5 (2010)
- List on the Karachi Stock Exchange/Regional Exchanges/NASDAQ starting in 2010