



INFUSION'S GREENFIELD SUBSIDIARY IN POLAND Harvard Case Solution & Analysis



II. Issues

1. What can Infusion Poland do to continue to grow prosperously? What role does the country manager, Ryan Hunter, need to take on?
2. In the future, what role should the subsidiary take on? Should it be an innovative sector for the company's development? How?
3. If Hunter gets transferred, should Infusion hire a local manager or bring someone in from headquarters?



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I. Introduction

What is Infusion ?

Role: Alim Somani, President of Infusion Development Corporation.

International multi-million dollar company

Provides innovative software development services to global clients

Locations in various countries

Head offices in Toronto, London and Dubai





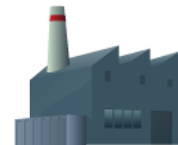
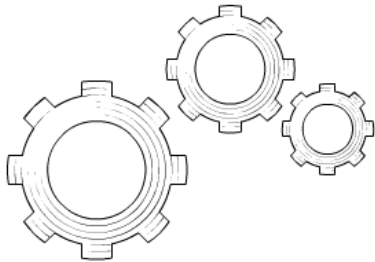
Infusion enters Poland in 2010

- ✧ Poland was prosperous economically
- ✧ Operational costs advantages
- ✧ Abundance of quality personnel
- ✧ Lack of competition

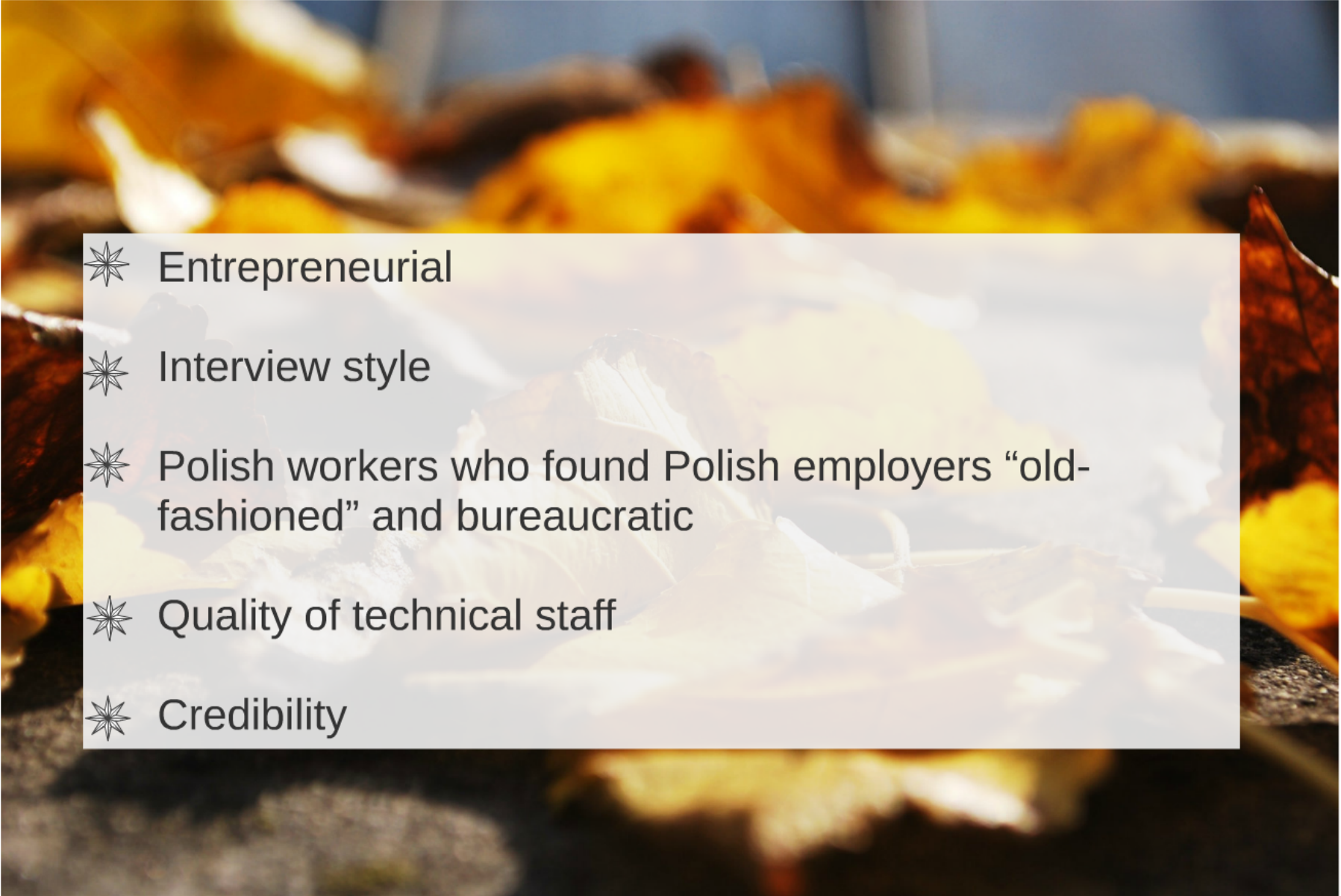


First Year Operations

- * 8 engineers are hired
- * They undergo “boot camp” in Toronto
- * Despite cultural differences, training and technical staff were positively received by the Polish engineers
- * Operations were underway, employees exceeded Infusion’s expectations
- * 8 more employees are hired and more risky projects are taken on



*Infusion is attractive to qualified developers
because:*

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- ✧ Entrepreneurial
 - ✧ Interview style
 - ✧ Polish workers who found Polish employers “old-fashioned” and bureaucratic
 - ✧ Quality of technical staff
 - ✧ Credibility

Infusion Poland 2012

- * Krakow has 40 employees
- * Internal communication is mostly virtual
- * Infusion has new additional office in Wroclaw, Poland, with 25 employees

