

# World Reseller

THE VOICE OF THE CHANNEL

ISSUE:  
February

PUBLISHED BY

C P  
CORPORATE PUBLISHING  
INTERNATIONAL

IDG  
INTERNATIONAL DATA GROUP

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## Making an impact

Jacky's has kept pace with the market's growth over the past two decades

Baioll Yaqub, CEO, Emirati

# SIZE MATTERS

DIVERSIFICATION HAS BEEN THE WAY TO GROW FOR SOME OF THE LEADING BUSINESS GROUPS

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### BUILDING SYNERGIES

EXCERPTS FROM AN INTERVIEW WITH BALALL YAQUB, CEO, EMITAC

**What is the biggest advantage that the distribution business has given Emitac?**

Distribution is a business which we are committed to and has been making money for us year on year despite the increased competitiveness of the market.

The biggest advantage is the branding. Emitac is known name in markets that we go because of our distribution business. However, we do spend time in explaining the breadth of products and services that we offer.

**What is the strategic roadmap for the company?**

We are hoping to be a one-stop partner to our customers. We can offer comprehensive solutions to customers, from basic PC needs to application software, system integration, network monitoring and management etc.

When you are looking for business relationships on a long term basis, the relationship does not end with the sale. It is an ongoing process and includes consultative services, to understand the customer's business requirements in different domains. It is not about technology selling alone. We want to be seen as a partner offering business solutions.

**How do you ensure that none of the operations are a weak link?**

We have a very clearly defined structure for our business units. Each account is a P & L account unto itself and is governed by its own vision and mission. The benefit of structuring it in such a way is that the business has the ability to focus on its core strengths and specialise.



PHOTOGRAPHED BY MARK CANTALEJO

stop services. In a market that is fast evolving towards value added services, they have an unquestionable edge. With more businesses and more market segments covered, they are most likely in tune with the trends.

Khaldoun says, "Essentially it is the ability to develop relatively quickly and deliver value added services. This is achieved by marrying several offerings and building new offerings into legacy business models. In addition, the market feedback a company gets from a diversified channel business is much more comprehensive and helps us observe trends and adapt to changing market dynamics faster."

He adds, "It simply provides a wider angle view on the market, hence allowing us to differentiate our offerings in every line. It is not just being in diversified channels that helps, the importance is to have a central body within the group that helps maintaining the leverage across the channels."

Companies have leaned on distribution as a cash cow. They have also used it as a foot in the door strategy to enter markets. However, it has not always been a rigid policy.

Says Emitac's Yaqub, "Each market has its own dynamics and positioning. In certain markets, we introduced our distribution arm first since we already had business relationships and partnerships in those markets and wanted to leverage those. In other markets, we have introduced other businesses as well to start with."

He adds, "An example is RIM. We have entered over seven new countries now for mobility solutions. And after that we hope to piggyback on the business that introduced us to the market first and introduce other products and services."

Emitac's Enterprise Mobile Solutions already has a business in Saudi Arabia for instance but Emitac as a corporation will enter it only in the second half of the year. That is where it has spotted the opportunity and is open to introducing other products and services if there is an opportunity. As a corporate entity, it addressed the UAE, Qatar, Jordan and Iran as of date and in most other markets of the region, has one of its businesses operational.

In the final analysis, flexible and being attuned to business opportunities have kept these larger business groups stay abreast of market dynamics. Given that, these groups could continue to have a significant say in the local market.