



MAVERICK DIGITAL

Cultural Impact

The Secret Sauce of Maverick Digital

A Culture Built for Clients



In the third decade of the 21st century, we find ourselves in the heart of the Digital Age. No longer theoretical, data science and advanced computation technologies like AI and machine learning are allowing companies to increase efficiencies and understand their customers in unprecedented ways.

But real, lasting change is hard.

Digitizing processes and incorporating new software into a business is not as simple as buying an off-the-shelf product and hoping it works out. Pursuing digital transformation in that way guarantees leaders won't see the desired ROI.

Belal El-Harazin knew there was a problem. After 15 years at Adobe, overseeing large deals and implementation projects for marquee enterprise clients, he saw first-hand how software providers, consultants, and clients all struggled with software implementation.

El-Harazin brokered deals with some of the largest corporations in the world, including McDonald's and JP Morgan Chase and saw that no matter how big the company, how unlimited the budget, or how pedigreed the consultants — they all struggled. If large corporations with matching budgets couldn't get it right — what hope could there be for SMBs and growth stage companies?

One of the biggest sticking points he observed between providers, consultants, and the end user clients was the gulf between expected ROI and reality. Along with Maverick Digital co-founder Rob Gonda, former CDO of McDonald's, they identified the problem in legacy consultants falling behind on meeting expectations and delivering value with software implementation. Legacy firms are set up to do financial audits and restructurings, not multi-faceted tech solutions that require more maintenance and long term care. Traditional Time & Materials (T&M) billing for the length and depth of digital transformation projects is not affordable for many and reduces the return clients stand to make from their investments.



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During his time at Adobe he was part of the sea change that took hold among software providers in the shift from perpetual licenses to the monthly, subscription SaaS model. As a senior leader at Adobe, Belal saw first-hand the positive effect it started to have on the customer experience almost immediately. Lower upfront costs made customers feel more comfortable about making the initial investment, and made the software market more accessible to more businesses.

The opportunity for the SaaS business model to be applied to consulting was undeniable, and once the light bulb went off in his head, Belal “**the Maverick**” El-Hazarin (as he was lovingly known at Adobe) was on his way to creating a new firm from the ground up that had client success baked in from the beginning.



The Secret Sauce of Maverick Digital

Building a customer-centric culture from the ground up



Maverick Digital launched in 2018, and was designed from the ground-up to be a CaaS-model digital transformation consultancy. A leading silver Salesforce product partner, Maverick Digital is using CaaS to broaden the market for Salesforce implementations and deliver measurable, sustainable value to clients.

Amy Downs came to Maverick Digital as an Enterprise Client Partner from spending 8 years at Salesforce. Like Belal at Adobe, she witnessed the limitations of the legacy consulting partners and the drawbacks of the traditional T&M billing model. There were very few cross-cloud implementation partners that she felt confident in recommending and none that were able to effectively leverage the CaaS model.

Starting with CaaS at the heart of the consultancy is just one way Maverick Digital built their culture with clients at the center.

Carlos Garcia is the Managing Director of Salesforce Delivery at Maverick Digital. Carlos is an IT expert with 20 years of experience managing software projects for huge corporations like AT&T, Sony, and Toyota. He's seen his fair share of different cultural environments and attitudes about clients.

Carlos' "aha" moment at Maverick Digital happened when he and his team went live with new services for a particular client. Although he had followed a detailed process and communicated with the clients to set expectations, the clients realized they still would need more changes to make the software work for them. Instead of piling on more stress, Belal simply sat with the team to explain the most important thing is just rolling up your sleeves to make sure they are happy and successful. Without happy and successful clients, Maverick Digital doesn't have a business. And this mantra pervades everything they do.



The Secret Sauce of Maverick Digital

Walking the walk on values



With the focus on delivering value and doing right by clients, Maverick Digital has a team culture where individual egos are put aside. Everyone jumps in to solve problems. Individual blame is set aside. Teammates come together to roll up their sleeves and help where they can.

These days especially, it's all too easy for companies to slap their values on their website and pay lip service to diversity without taking meaningful action.

At Maverick Digital the number one value is inclusivity. This is not just a word for the website, but is the key to everything Maverick Digital is about. Ask Belal about inclusivity and his eyes light up. His ever-present smile gets just a little bit wider.

Inclusivity goes beyond diversity. It's not just about having different people in the room, but about truly accepting and valuing people's differences and contributions.

It's also a key part of the client-focused culture. The leadership at Maverick Digital believe you simply cannot maximize value for clients without an inclusive culture. If employees don't feel free and supported to bring their whole selves to work — they won't contribute their best ideas and ultimately the best solutions won't reach the client.



The Secret Sauce of Maverick Digital

Walking the walk on values



For Amy Downs, that inclusivity value shows up in the independence and trust extended to employees. As a mom and sales executive navigating COVID-19, schedules are not always predictable. But, if her toddler wanders over in the middle of a video call or she needs to jump offline for an appointment or childcare drop off, she's not worried about any negative reaction or judgement that might cause. Because she doesn't have to stress about that, she finds herself relaxed, calm, and firing on all cylinders to deliver for clients.



After years at huge corporations, some with great cultures and some with toxic ones, Carlos is particularly attuned to need to get culture right as companies experience growth. And Maverick Digital is certainly in a growth stage.



In 2020 the decision was made to transition to focus solely on the universe of Salesforce products, acknowledging Salesforce's superior product offerings and dominant position in the market. Since then, Maverick Digital will have grown from just 5 employees in March 2020 to over 40 by the end of the year — fueled on client demand alone. 13 new clients have signed since September, and Maverick Digital has a near 100% renewal rate from short to longer term contracts.



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