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CS-24-008
March 2024

From adversity to leadership: Tanla Platforms' journey to becoming India's SaaS titan

"Three decades after my first tech venture, I still retain a childlike curiosity for technology and love every moment of being a tech entrepreneur."

Uday Reddy, Founder Chairman & CEO, Tanla Platforms

Introduction

The outlook for Tanla Platforms was notably positive. It was January 2024 and the Hyderabad-based SaaS firm had reported a 20.3% year-on-year rise in net profit for the October-December quarter of 2023 over the same quarter of the previous fiscal year. Additionally, Tanla had recently announced its first commercial agreement with a bank in India for Wisely ATP, its innovative anti-phishing platform.

With its platforms processing over one billion messages a day, Tanla was the leading SaaS company in India, with a 35%+ revenue market share in CPaaS (Communication Platform as a Service) – but its founder, Uday Reddy, was not about to rest on his laurels any time soon.

Underpinned by a strong sense of purpose, Uday and his senior management team were intent on expanding globally as they prepared for a key strategy meeting. Big decisions lay ahead for the team.

Uday had meticulously built Tanla from scratch, leveraging a combination of insightful market innovations and strategic acquisitions. Traditionally, he valued due diligence and a long-term relationship of up to 10 years with a potential acquisition target. However, the rapid evolution of the tech sector necessitated a shift in strategy as organic growth and developing deep relationships with companies before an acquisition became impractical.

The key question confronting the team was clear: How could Tanla navigate the transition from market leader in India to significant global presence while mitigating the risks that had once nearly led to its downfall?

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The author gratefully acknowledges the help Sachin Srinivas (MIF student at LBS) in writing this case study.

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