



Expanding Your Law Firm with Nearshore Operations

An Intugo Case Study



intugo 

BUSINESS WEBINAR OVERVIEW

Highlights

- Advantages of a nearshore operation
- Considerations
- Challenges Encountered by Recruiting
- Why Remote Staffing is Not Scalable for Law Firms

Expert Perspectives

This case study highlights a panel discussion about expanding the law firm's capabilities through a nearshore operation.

THE PANEL INCLUDES:

- MÓNICA VINDIOLA, HEAD OF HR & OPERATIONS AT INTUGO
- BOB WANNAMAKER, CEO OF CAMINO PROMOTIONS
- STEVE COLANTUONI, FOUNDER & CEO OF LATAM FDI, WHO SERVED AS THE MODERATOR FOR THE WEBINAR.



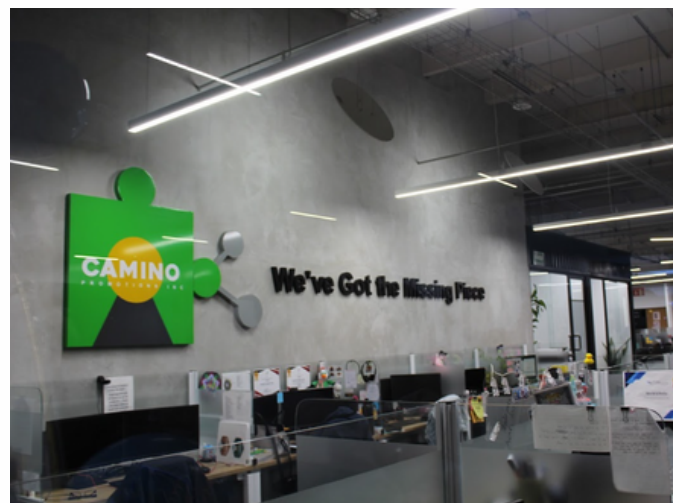
WEBINAR INTRODUCTION



STEVE'S WELCOME SPEECH

Welcome to today's casual and conversational webinar featuring two knowledgeable speakers. First, we have Monica Vindiola, Head of HR and Operations at Intugo. With vast nearshoring experience and aiding 100+ companies in setting up businesses in Mexico, Monica will offer valuable insights into starting and achieving success in the country.

Next, we'll hear from Bob Wanamaker, CEO of Camino Promotions in Tucson, Arizona. Camino Promotions is a third-party back-office marketing service provider, collaborating with Intugo and operating in Hermosillo, Mexico. Bob will offer insights from his experiences operating a nearshore facility in Mexico.



WHAT MOTIVATES COMPANIES TO RECRUIT **STAFF IN MEXICO?**

Monica highlighted that traditionally, companies sought to recruit staff in Mexico primarily for cost savings, efficiency, and redundancy—mostly cost-related.

However, in recent years, especially with the pandemic, a lack of available labor in the US, and all the significant changes in the job market, the main motivation has shifted towards having more resources. Companies now prioritize the opportunity to expand their teams and find operational setups with cultural similarities to their home country.



“Not struggling with drastic cultural differences or not struggling with time zones that impact their operation, right? So I guess that is now one of the main reasons as well. Cost is always a reason that is on the table. But just being able to tap into a larger pool of talent has now become more relevant.”

WHAT **HIRING RISKS** EXIST IN MEXICO?



The primary risk associated with hiring in Mexico revolves around labor law compliance. The laws are clear-cut, and adherence is crucial for a smooth operation. She emphasized the importance of partnering with experts who understand the intricacies of the processes, authorities, and legal nuances. Monica stressed the significance of being meticulous in following the rules, both in hiring and termination processes. While it may sound stringent, this approach ensures fairness and compliance.

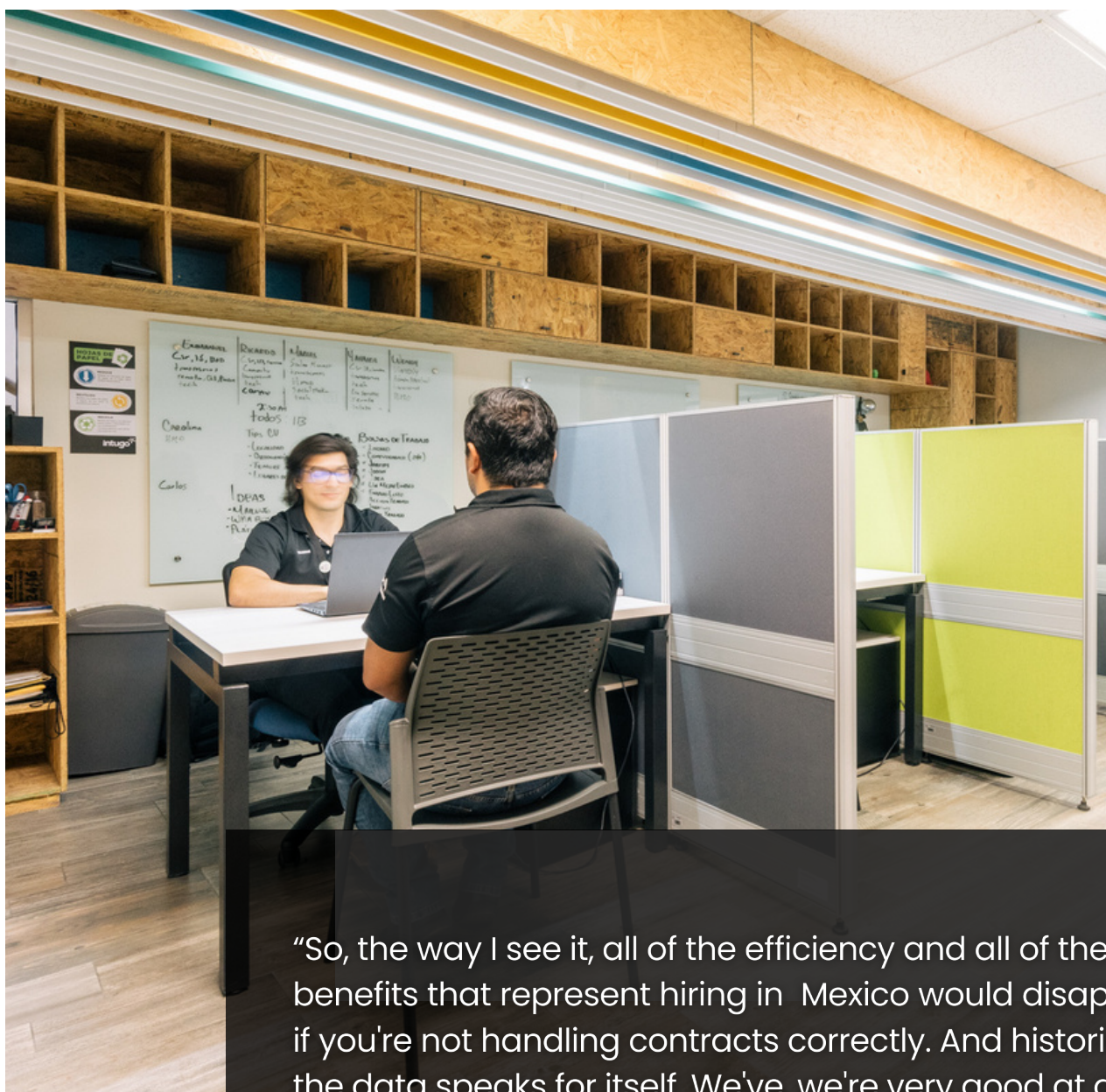


Monica and her team are adept not only at hiring but also at navigating termination procedures following the regulations. Failing to adhere to proper procedures poses the risk of legal liability and potential lawsuits. She underscored that the efficiency and cost benefits of hiring in Mexico hinge on handling contracts correctly, emphasizing the need to avoid creating liabilities that could compromise the advantages of the hiring process.





CONTRACTUAL PRECISION



“So, the way I see it, all of the efficiency and all of the cost benefits that represent hiring in Mexico would disappear if you're not handling contracts correctly. And historically, the data speaks for itself. We've, we're very good at doing that. Making sure that we preserve efficiencies by not creating a liability later on in the process.”



HOW DOES PARTNERING WITH INTUGO MITIGATE THOSE RISKS?



We take the risk out of the process because you have somebody on your side guiding you step by step. Over the years, we've successfully hired over 15,000 people, and we've had fewer than 20 standing conflicts. Difficulties typically arise when processes aren't followed or when irregularities occur. But here's the key: we're proactive, standing ready to address issues directly, minimizing risks, and handling conflicts before they escalate. As you rightly mentioned, in my 15 years here, we've never lost a lawsuit.





HOW LONG DOES IT TAKE TO PREPARE INDIVIDUALS FOR EFFECTIVE JOB PERFORMANCE?



The timeline varies according to the specific profile, the desired skill set, and the process outlined by our clients. Some clients prefer a direct approach, while others prefer a more comprehensive and extended process. However, in most cases, the typical timeframe usually spans between 2 and 3 weeks.

WHAT KIND OF **ATTRITION RATE** CAN COMPANIES EXPECT IN MEXICO WITH INTUGO?

"I would say somewhere between 2-3% per month is something realistic, hoping to drop that even further as we move along." - Monica Vindiola



WHAT ARE THE SUBTLE **CULTURAL DIFFERENCES** IN MEXICO?

Monica expressed that we're quite Americanized, having grown up with influences like the Disney Channel and widespread English exposure. Our familiarity extends to global brands like McDonald's, and there's a shared cultural foundation.



Due to significant population movement, many have lived in the US and returned to Mexico, contributing to a blended culture. Even near the border, you'll find people celebrating Thanksgiving.



SIGNIFICANT CONTRASTS

However, notable differences arise in festive traditions. In Mexico, Mother's Day is very significant. Employees often request half-days to attend celebrations at their children's schools. Father's Day, on the other hand, is not as impactful.



Good Friday during Holy Week is culturally significant, despite not being a designated holiday in labor law. Christmas is a major event, and hosting a memorable office Christmas party is essential to positively impact on your Mexico team.



BOB'S INPUT: FURTHER QUERIES FOR MEXICO OPERATIONS

Well, those are essentially the questions we intended to discuss with you, Monica. Now, we'll turn to Bob to address any additional queries that can guide participants in setting up and establishing operations in Mexico.



Do you like this informational email so far? Get in touch with us and become a part of the growing impact of nearshoring in Mexico and its significance for US law firms.

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BOB, COULD YOU DESCRIBE THE PROCESS OF EXPANDING YOUR TEAM IN MEXICO?

We aimed to expand our law firm, but our previous model using contract workers and remote setups wasn't scalable. After exploring various BPOs, we found Intugo, whose parent company operates in Tucson like ours. A promising initial meeting and a visit to their operations in Hermosillo, just 3 hours south of the border via a secure toll road, confirmed their suitability. We've been partners for nearly two years.



Mexico's cost-effectiveness and access to skilled talent drew us in. Previous experiences managing a costly call center for car dealerships, where wages exceeded \$20 per hour – higher than McDonald's pay at the time – reinforced our choice. Hermosillo, the capital city of Sonora bordering Arizona, offers a US-influenced culture, and highly educated population.



WHY ISN'T WORKING FROM HOME **SCALABLE** FOR YOUR OPERATIONS ?

I believe that once companies have reached their desired level of growth, implementing remote work as a strategy offers fair flexibility for employees. But for us, and as reported by other clients, a team working from home often faces challenges. Weekly reporting doesn't provide real-time insights into their daily activities. Many individuals tend to engage in activities other than work while remote.



Initially, when our clients begin working with us, their remote teams might only make around 20 phone calls within an 8-hour workday. Considering an average of 6 attempts to reach someone by phone, this leads to minimal actual connections made.



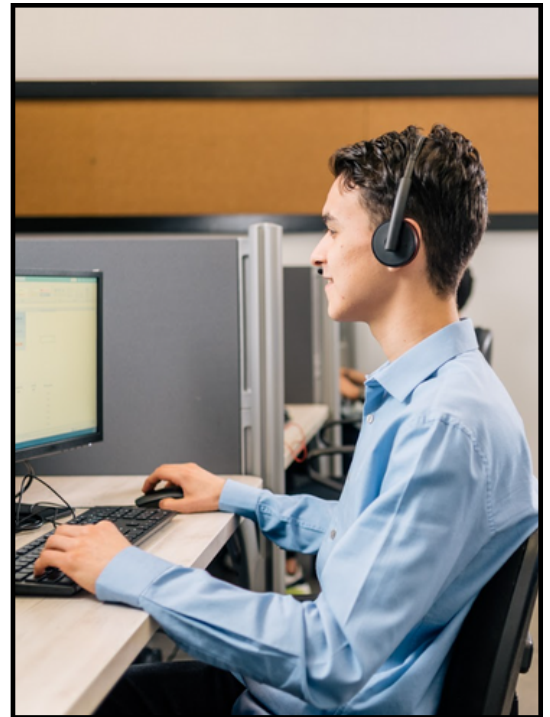
In contrast, in our managed environment in Mexico, we monitor call volume and productivity regularly, not just at week's end but daily and even hourly. This structure fosters focus, collaboration, and energy among team members.

ENHANCING COLLABORATION: **BOOSTING CALL VOLUMES FOR BETTER RESULTS**



People miss the camaraderie of working together in a shared physical space. Transitioning them into an environment where everyone is aligned and working together significantly increases call volumes—from 20 to 100, 160, or even 200 calls a day.

This results in increased client interactions, better appointment scheduling, and successful case closures. Effective call volume management is crucial and cannot be achieved remotely due to the difficulty of accurately monitoring people's activities.



WHAT **COST SAVINGS** COULD A LAW FIRM EXPECT TO ACHIEVE BY EXPANDING THEIR TEAM IN MEXICO?

I collaborate with an exceptional attorney who manages intakes and consultations for law firms. In Mexico, her annual pay is approximately \$20,000, while a comparable position in the US commands a salary of between \$60,000 and \$70,000 annually. Operating in Mexico has significantly reduced our costs. This has resulted in an impressive ROI.



A client independently set up a BPO operation in Colombia. 6 months later, they discovered the Colombian team had outsourced the work to a team in Nicaragua, causing a breakdown in operations.

Working with Intugo, located just 3 hours from the US, offers proximity, convenient access, and enhanced team supervision. Conversely, hiring a team in the Philippines, for instance, lacks operational transparency.



INTUGO'S MODEL

When you establish your operation in Mexico, the employees are under Intugo's legal responsibility in terms of the government rules and regulations. However, operationally, they report to you, and are answerable to and supervised by you. They function as your employees, but are legally under Intugo's responsibility.



This model allows you to plug into an established business setup in Mexico without needing to understand all the intricacies of doing business there. Intugo handles those tasks, enabling you to focus on growing your legal business in the country.



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I would like to mention that initially, at Camino Promotions, we contemplated setting up operations in Mexico independently. However, due to the complexity of Mexican labor laws, Intugo stepped in and significantly relieved us of liabilities. This relationship enables us to concentrate solely on achieving results rather than becoming overwhelmed with HR, payroll, and other related activities.

Robert Wannamaker
Owner of Camino Promotions Inc.

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