Chapter 4
Profile of the Participating Organisations

“As we gain more knowledge, we do not become certain, we become certain of more”
— Ayn Rand
4.1 Introduction

A total of thirty software engineering companies participated in the survey. A comprehensive corporate profile of the companies covered in the sample is presented below. The profile has been prepared on the basis of primary and secondary sources. Primary sources mainly include data collected during field study through questionnaire, interviews, discussions and personal observation. The secondary sources include data from print and web sources in the form of company portals, annual reports, articles and reputed industry journals.

4.2 Infosys Technologies Ltd.9

Infosys Technologies Ltd., founded in 1981, has been consistently rated among India’s leading wealth creators and the ‘Most Admired Indian Company’ (The Wall Street Journal Asia 200 online poll). The company has achieved this distinction for nine years in a row. Infosys designs and delivers technology-enabled business solutions to clients globally as partners to conceptualise and realise technology driven business transformation initiatives. Infosys also provides a complete range of services by leveraging its domain and business expertise and strategic alliances with leading technology providers. Its offerings span business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, re-engineering, independent testing and validation services, IT infrastructure services and business process outsourcing (BPO).

Infosys provides solutions for a dynamic environment where business and technology strategies converge. Infosys primarily works with large global corporations and new generation technology companies to build new products and services and to implement business and technology strategies. The company operates globally with 63 global development centers, the majority of which are located in India. Company also has development centers in Australia, Canada, China, Japan, Mauritius, and at multiple locations in the US and Europe. Infosys and its subsidiaries have 1,27,779 employees as on December 31, 2010.

9 www.infosys.com
Company’s history is marked by a series of firsts. Infosys was the first Indian company to list on a US stock exchange and the first Indian company to do a POWL in Japan. In December 2006, it became the first Indian company to be added to the NASDAQ-100 index and became the only Indian company to be part of any of the major global indices. Infosys was recently listed on The Global Dow. Infosys was also ranked No. 14 among the most respected companies in the world by Reputation Institute’s Global Pulse 2008. It was also listed on Forbes’ Asian Fabulous 50 for the fourth consecutive year. Infosys is also a five-time Global Most Admired Knowledge Enterprises (MAKE) winner and one of only two Indian companies amongst global leaders to have won the award in 2008.

The company has built up a highly profitable world-class business even while embracing corporate governance practices that are exemplary. The vision of Infosys is to be a globally respected corporation that provides best of breed business solutions, leveraging technology, delivered by best in class people. The mission of the company seeks to achieve its objectives in an environment of fairness, honesty, and courtesy towards its clients, employees, vendors and society at large.

Infosys constantly benchmark its services and processes against globally recognised quality standards. Its certifications include SEI-CMMI Level 5, CMM Level 5, PCMM Level 5, TL 9000 and ISO 9001-2000. In February 2007, Infosys BPO was certified for eSCM level 4.0, the eSourcing Capability Model for Service Providers developed by a consortium led by Carnegie Mellon University’s Information Technology Services Qualification Centre.

Infosys pioneered the Global Delivery Model (GDM), which emerged as a disruptive force in the industry leading to the rise of offshore outsourcing. The GDM is based on the principle of taking work to the location where the best talent is available, where it makes the best economic sense, with the least amount of acceptable risk. The theme of clock-work has been at the core of the GDM model, pioneered and perfected by company and is unique value proposition to clients world-wide. The competitiveness of Infosys comes from the fact that it is a company built originally from the ground based on GDM model. One of the core strategies at Infosys towards becoming a global organisation has been to develop strong relationship with global clients.
Infosys is valued by clients due to its end-to-end capabilities and domain expertise. By aggressively broadening the service offerings, the company has been acquiring higher share of clients technology spend. The company deploys its home-grown CRM solution through its customers touch points world wide. To propel the company into next orbit of growth, Infosys is focusing on building a powerful globally respected brand. The success of the company’s business model hinges on attracting the brightest talent. Towards this, the company continues to strengthen its human resources to create a quality work environment that motivates its people. It is assessed for HR practices at level 5 of the People Capability Maturity Model (PCMM). Several developmental initiatives are in place to reinforce the client-centric culture and strengthen the behavioural and managerial aspects of employees for managing teams and deliverables. InStep, the company’s Global Internship Program, seeks to attract the students from academic institutions around the world and plays a key role in the recruitment initiative. InStep is also part of the company’s initiative to promote a multi-cultural work environment.

The value that drives Infosys is denoted as C-LIFE: Customer delight, Leadership by example, Integrity and transparency, Fairness and pursuit of Excellence. The company has established Infosys Leadership Institute for grooming effective leaders who can take business responsibilities and steer the organisation towards its vision. The Institute focuses on consolidating the leadership skills of the company and passing on the same to the next generation of Infoscions. To reinforce a high performance work ethic, Infosys has transformed itself into a role-based organisation. The company has attained high maturity through rigorous adherence to highly evolved processes which are systematically benchmarked against world class operating models. Infosys is today uniquely positioned – its competitive differentiator is coming not just from costs, but also from quality, value addition and business knowledge and solution ability.

4.3 Tata Consultancy Services Ltd. (TCS)\textsuperscript{10}

\textsuperscript{10} \textit{www.tcs.com}
Established in 1968, Tata Consultancy Services has grown to its current position as the largest IT services firm in Asia on the basis of its outstanding service record, collaborative partnerships, innovation and corporate responsibility. Part of the Tata group, founded by Jamsetji Tata in 1868, TCS is one of India’s most respected institutions today. Company’s mission reflects the Tata group’s longstanding commitment to providing excellence: To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services and also to make it a joy for all stakeholders to work with TCS. TCS has 20 directly-held and 37 indirectly-held subsidiaries.

TCS believes in the philosophy of ‘doing more with less’. TCS culture acknowledges the following values: Leading change, Integrity, Respect for the individual, Excellence, Learning and sharing.

TCS provides a wide range of IT solutions and services, enterprise solutions and SCM, consulting, BPO, business intelligence and performance management, engineering services and IT infrastructure services. The company delivers these offerings through the Global Network Delivery Model (GNDM), a unique business model by means of which TCS can consistently deliver high-quality cost-effective services across the world. GNDM allows its clients choose a sourcing strategy best suited to their most important business considerations, e.g., cost optimisation, cultural alignment, proximity of location, language capabilities or risk mitigation etc. The clients can be assured of the highest quality of service regardless of the mix of services, technologies and locations and at the same time lower the Total Cost of Ownership (TCO). TCS’ all processes and infrastructure have been developed from the ground up - as opposed to being cobbled together over time. The GNDM consists of three integrated components: Global Workforce, Integrated Processes and Multi-Tiered Infrastructure.

TCS has over 1,74,000 IT consultants. TCS with CMMI Level 5 quality processes, Project Management processes and tools (iQMS) operates in 42 countries through multi-continental and interconnected global development center network to allow for better risk management and follow-the-sun coverage.
The company boosts of the TCS Innovation Labs and Co-Innovation Network (COIN), its collaborative R&D and innovation engine, established in 1981, that works to successfully exploit and commercialise new ideas, technologies and best practices. Today, TCS has a global network of laboratories that provides an environment for sophisticated IT research in leading-edge technologies as well as in various domains. Customer aligned and metrics driven, TCS labs are connected to academic research centers of international repute for various collaborative research projects. Internships, learning programs and workshops with academia also contribute to the vibrant interaction. In recent years, the number of individuals with PhDs joining these labs has shot up. A number of innovative solutions emerging from these labs have won national and international awards.

TCS’ Co-Innovation Network (COIN) is a rich and diverse network that provides value to its customers within the entire technology landscape. As opposed to the rigid engagement models of the past, COIN uses IP management and partnering strategies to drive innovation in an environment of open communities and solution brokers. Solutions also involve technologies wrapped in process bundles and new software investments based on subscription rather than ownership. COIN is led by TCS Innovation Labs and includes academic institutions, start-ups, venture funds, strategic alliance partners, multilateral organisations and key clients. This helps TCS bring forth true synergies and provide an ecosystem-like perspective to innovation.

TCS also funds research in basic and applied sciences that will benefit the company and its customers in the long run. It provides opportunities for sabbaticals, encouraging TCSers to work in university departments that are engaged in advanced research in various fields and also invite researchers from academia (academic institutions include Stanford University, Massachusetts Institute of Technology, Georgia Institute of Technology, University of Massachusetts from USA and IITs from India) to work as interns or on specific projects in the TCS Innovation Labs.

TCS has a strong innovation culture. Young innovators are awarded, coding competitions, research workshops and conferences are held where scientists of international repute participate and create a fertile environment for TCSers, enabling them to think creatively around customer solutions. TCS has created a strong IPR
base and has stepped up investments in building assets such as patents, copyrights and trademarks.

To pool expertise and create solutions, TCS has forged strong co-innovation partnerships with many of the world’s foremost technology and services providers like Intel, SAP, HP, Cisco, Sun and EMC to deliver wide ranging customer solutions. One of the disruptive areas being explored collaboratively with Intel is balanced computing that enhances manageability, security, end-user experience and TCO for customers.

TCS is the world’s first organisation to achieve an enterprise-wide Maturity Level 5 on both CMMI and P-CMM, using SCAMPISM, the most rigorous assessment methodology. Additionally, TCS’ Integrated Quality Management System (iQMS) integrates process, people and technology maturity through various established frameworks and practices including IEEE, ISO 9001:2008, CMMI, P-CMM, ISO 27001, ISO 20000, ISO 14001, OHSAS 18001 and Six Sigma.

TCS has the strongest presence in South America amongst Indian IT service providers. TCS wins 2010 Global Most Admired Knowledge Enterprises (MAKE) Individual Operating Unit Award.

4.4 Accenture Services Pvt. Ltd.\textsuperscript{11}

Accenture has been operating in India since 1987. Today, Accenture serves more than 500 global clients, including Fortune 1000 companies, through its operations in Bangalore, Chennai, Delhi, Hyderabad, Mumbai and Pune. India is a strategic market for Accenture, both for its unparalleled access to talent and the business opportunities that the Indian domestic market presents. The company is committed to the overall development of the Indian corporate sector and is keen to partner with Indian companies in their growth. India is also an integral part of Accenture’s Global Delivery Network, a global network of 55 integrated delivery centres across five continents. The network provides clients with seamless delivery of services from

\textsuperscript{11} www.accenture.com/india
multiple geographic locations, with 24x7 coverage. Accenture Delivery Centres in India enable Accenture to extend its global reach and provide deep technology, outsourcing and industry skills with a proven delivery approach.

Accenture Technology Labs in Bangalore focuses on systems integration and software engineering R&D, with a focus on reducing the cost and improving the quality of technology solution delivery. Accenture India employs over 47,000 diverse people from different backgrounds with vast ranges of skills and experience.

Accenture India is a part of Accenture group which is a global management consulting, technology services and outsourcing company, with more than 2,11,000 people serving clients in more than 120 countries. Accenture collaborates with clients to help them become high-performance businesses and governments. Accenture delivers its services and solutions through 19 focused industry groups in five operating groups. This industry focus provides Accenture’s professionals with a thorough understanding of industry evolution, business issues and applicable technologies, enabling Accenture to deliver solutions tailored to each client’s industry. Accenture’s clients span the full range of industries around the world and include 94 of the Fortune Global 100 and more than three-quarters of the Fortune Global 500.

Accenture’s ‘high performance business’ strategy builds on its expertise in consulting, technology and outsourcing to help clients perform at the highest levels so they can create sustainable value for their customers and shareholders. Using its industry knowledge, service-offering expertise and technology capabilities, it identifies new business and technology trends and develops solutions to help clients around the world. The core values shaping the culture of the company are stewardship, ‘can do’ attitude, client value creation, respect for the individual, inspiring trust by taking responsibility, acting ethically, and encouraging honest and open debate.

4.5 Tech Mahindra Ltd.12

12 www.techmahindra.com
Tech Mahindra is part of the US $7.1 billion Mahindra Group, in partnership with British Telecommunications plc (BT), one of the world’s leading communications service providers. Focused primarily on the telecommunications industry, Tech Mahindra is a leading global systems integrator and business transformation consulting organisation. Tech Mahindra has recently expanded its IT portfolio by acquiring the leading global business and IT services company, Mahindra Satyam (earlier known as Satyam Computer Services).

Tech Mahindra was incorporated as a joint venture between Mahindra & Mahindra and British Telecom plc in 1986 under the name of ‘Mahindra British Telecom’. Later, the name was changed to ‘Tech Mahindra’, to reflect the diversification and growth of the client base and the increased breadth of its service offerings.

Tech Mahindra’s capabilities spread across a broad spectrum, including Business Support Systems (BSS), Operations Support Systems (OSS), network design & engineering, mobility solutions, security consulting and testing. The solutions portfolio includes consulting, application development, network services, solution integration, remote infrastructure management and BPO. With an array of service offerings for TSPs, TEMs and ISVs, Tech Mahindra is a chosen transformation partner for several leading wireline, wireless and broadband operators in Europe, Asia-Pacific and North America.

Tech Mahindra has successfully implemented more than 15 Greenfield Operations globally and has over 126 active customer engagements mostly in the Telecom sector. The company has been involved in about 8 transformation programs of incumbent telecom operators. In the Telecom sector, Tech Mahindra has niche and proven domain expertise, distinctive IT skills, research and development, innovative delivery models and approach to off-shoring. Tech Mahindra’s achievements have been recognised by various industry analysts, forums and clients – winning several prestigious awards and accolades. Recently AT&T, a premier global communications company, awarded Tech Mahindra the ‘2010 AT&T Supplier Award’ for its superior products and services, enhanced cost structures and best-in-class approaches that contributed to their overall success during the past year.
Tech Mahindra has a global footprint through operations in more than 25 countries with 17 sales offices and 13 delivery centers. Assessed at SEI CMMi Level 5, Tech Mahindra’s track record for value delivery is supported by over 34,200 professionals who provide a unique blend of culture, domain expertise and in depth technology skill sets. Its development centers are ISO 9001:2008 & BS7799 certified. Tech Mahindra follows global best practices for data security and is certified for ISO 27001 across locations. To ensure a level of readiness to maintain the continuity of its critical business and services to customers, Tech Mahindra has put together a business continuity management framework, which encompasses its key functions, projects and systems.

Tech Mahindra has made sustained investments in developing and implementing an effective business contingency plan, along with mitigation measures for recovery of IT infrastructure and operations, in the event of a disaster. Along with the preparation of BCP and DR plans, regular disaster recovery trials and mock drills are carried out across all customer projects.

Tech Mahindra has been ranked as the 6th Largest Software Services Company in India by NASSCOM in 2008 and Ranked 5th in NASSCOM’s Top 20 IT services Exporters, 2009-2010. The company is also ranked No. 1 in Telecom Software category and 2nd in Telecom Software providers of India by Voice & Data, 2009 (V&D100 Ranking).

4.6 Mphasis, an HP Company

Mphasis consistently delivers applications services, infrastructure and BPO services globally through a combination of technology know-how, domain and process expertise. The clients of the company are in financial services, manufacturing, communications, media, entertainment, healthcare and life sciences, transportation and logistics, retail and consumer packaged goods, energy and utilities, as well as governments around the world.

13 www.mphasis.com
MphasiS Limited (then, MphasiS BFL Limited) was formed in June 2000 after the merger of the US-based IT consulting company MphasiS Corporation (founded in 1998) and the Indian IT services company BFL Software Limited (founded in 1993). The convergence of technologies such as web services, workflow software and business performance monitoring along with business intelligence and customer focus drive all its services delivery offerings. The emphasis of the company is on developing flexible platforms that allow its clients to rapidly implement business processes with minimal capital outlays.

MphasiS is certified with ISO 9001:2008, ISO/IEC 27001:2005 (formerly known as ISO 17799), and are assessed at CMMI v 1.2 Level 5. Besides an onsite presence at key locations globally, the company, headquartered in India, has an extensive offshore infrastructure with delivery centers all over the world, and have a staff of over 36,000 professionals.

The company aims to achieve sustained, unprecedented growth by delivering enhanced value to its customers, employees, shareholders and the communities. The corporate has a strong company culture that is built on the key values of openness, transparency and honesty, collaboration, excellence, and commitment. MphasiS has been ranked No. 23 by Bloomberg Business Week’s ‘The Tech 100’ in 2010 and was ranked No.68 in Business Today 500 – India’s Most Valuable Companies, and ranked No. 7 in the ‘Top 10 Software Companies’ category in 2009. Also Silicon India rates MphasiS No. 5 in siTech20: India Index. It is also ranked 6th in the ‘Top 20 IT Services Exporters in India’ and 7th in the ‘Top 20 IT-BPO Employers in India’ by NASSCOM Survey for 2009-’10.

4.7 Cognizant Technology Solutions India Pvt. Ltd.  

Cognizant, headquartered in Teaneck, U.S., is a global provider of IT, consulting and BPO services. Cognizant was founded in 1994 as an IT development and maintenance services arm of The Dun & Bradstreet Corporation. The company was spun-off as an independent organisation two years later. Cognizant’s service offerings include

14 www.cognizant.com
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project-based application services, business and technology consulting, complex systems integration, analytics, business intelligence, CRM, data warehousing and SCM, engineering management solutions, ERP, testing solutions etc. By leveraging highly flexible business processes, a seamless global delivery network and deep domain expertise, Cognizant was one of the first IT services companies to organise around key industry verticals and horizontals. This enables Cognizant to establish extremely close partnerships that foster continuous operational improvements and better bottom-line results for clients. With a rapidly expanding delivery footprint which extends from India and China to Europe, North and South America, and the Middle East, Cognizant has the geographic presence and mix of onsite and offshore resources. Company’s mission is to dedicate its business process and technology innovation know-how, deep industry expertise and worldwide resources to working together with clients to make their businesses stronger.

With over 50 delivery centers in 15 cities and in 5 countries around the world and approximately 1,04,000 employees as of December 31, 2010, Cognizant is a member of the NASDAQ-100, the S&P 500, the Forbes Global 2000, and the Fortune 1000 and is ranked among the top performing and fastest growing companies in the world. Cognizant has won many accolades including Forbes Fast Tech 25 (2010) and Fortune’s World’s Most Admired Companies for the second year in a row and placed in Top 5 for IT services.

Cognizant places high emphasis on training and development capabilities and they emphasise process and methodology, as well as client satisfaction. Staff turnover is extremely low. Cognizant’s Two-in-a-Box client-relationship model offers greater customer intimacy, speed of delivery, local decision-making, and responsiveness, which has helped the company build deep, fast-growing partnerships with clients. This model combines technical and account management teams located onsite at the customer location and offshore at dedicated development centers located in India and around the world. Cognizant offers equity ownership, and have consistently received the highest employee satisfaction among Indian software companies.

Cognizant has a global delivery platform that supports an onsite/offshore model that meets clients’ needs 24/7. Company’s service delivery is powered by Cognizant 2.0, a
global knowledge-sharing and project management platform which enables its teams, business partners and clients to collaborate virtually via instant messaging, blogs, wikis and other Web 2.0 tools. The platform also provides active process guidance to its project teams, enabling them to work faster and more efficiently solving IT and business challenges. To meet the specialised needs of each client, Cognizant has continued to invest in deepening its industry-specific organisational capabilities and delivery excellence. Cognizant continuously add experienced team members with distinguished track records in key sectors, such as banking, capital markets, insurance, life sciences, healthcare, manufacturing, logistics, retail, utilities, hospitality, communications, information services, media, and entertainment, who serve as subject matter experts and provide clients with valid insights into and viable solutions to particular industry issues. Cognizant is a global services company with talent organised around vertical industries and horizontal solutions, rather than regions and development centers.

Cognizant conducts learning programs through Cognizant Academy, a dedicated in-house training center. This center offers many conventional and leading-edge educational programs for its employees at all levels. The company also has a policy of sending its software professionals around the world for technology or management-specific training at notable universities and colleges, including Harvard University, IIMs, and the IITs.

4.8 HCL Technologies Ltd.\textsuperscript{15}

HCL Technologies is a leading global IT services company. Since its inception into the global landscape after its IPO in 1999, HCL focuses on ‘transformational outsourcing’, underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 29 countries to provide holistic, multi-service delivery in key industry verticals including financial services, manufacturing, consumer services, public services and healthcare. HCL takes pride in

\textsuperscript{15} www.hcltech.com
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its philosophy of ‘Employee First’ which empowers its 72,267 employees to create a real value for the customers.

Over the years, HCL diversified its portfolio to provide end-to-end enterprise IT infrastructure solutions and went on to pioneer the offshore remote infrastructure management industry in 2002-03. In year 2007, the company took over a larger role within the HCL Technologies group to front-end HCL Technologies’ complete portfolio in the India market. Today this team, known as HCL Technologies India, is delivering end to end IT solutions across applications and infrastructure using its “Business Aligned IT” services to Indian IT organisations across industry sectors like banking and financial services, insurance, life sciences and healthcare, energy and utilities, government and defense, media, publishing and entertainment, manufacturing, retail, education and real estate.

Company services are backed by an extensive direct support infrastructure spread across 550 locations nationwide, which offer 24 x 7 support for critical sites.

HCL is known to be the harbinger of technology in the country. Partnerships with technology leaders like Cisco, Oracle, SAP, Cisco, EMC, Microsoft, Dell, Sun, HP, IBM, CA go back to the time when India was being recognised as a growing and strategic market.

HCL has been consistently rated as No. 1 in customer satisfaction by DQ – IDC survey. In 2009, HCL has been rated by Hewitt Associates as the No. 1 Employer in India. HCL has been named as one of Britain’s Top Employers 2010 by the Corporate Research Foundation (CRF) Institute, the independent business research organisation, for the fourth consecutive year. Recognised alongside other top British employers, including industry peers like IBM and customers such as the Co-Operative Group, HCL achieved consistently high employee feedback scores in CRF’s HR Best Practices Survey, which is designed to give deep insights into a company’s performance across 11 key areas of HR practice. HCL Technologies has been declared Leaders in the category Human Capital Development and is ranked 3rd amongst the 100 best global IT service provider companies that made it to the Global Services 100 list 2009. The company has also been conferred with the ‘Golden
Peacock Innovation’ Award for its MTaaS (a Business Service Management centric service delivery platform) offering in the IT Sector category in 2010.

4.9 Wipro Technologies Ltd.¹⁶

Started in 1981, Wipro is a global IT services company that provides consulting, BPO, business technology services, enterprise application services, infrastructure management, testing, product engineering, engineering design and product support. Wipro Limited is the first PCMM Level 5 and SEI CMM Level 5 certified IT Services company globally and the first outside USA to receive the IEEE Software Process Award. Wipro provides comprehensive IT solutions and services, including systems integration, information systems outsourcing, package implementation, software application development and maintenance, and research and development services to corporations globally.

In the Indian market, Wipro is a leader in providing IT solutions and services for the corporate segment in India offering system integration, network integration, software solutions and IT services. Wipro also has profitable presence in niche market segments of consumer products and lighting. In the Asia Pacific and Middle East markets, Wipro provides IT solutions and services for global corporations. Wipro is at the forefront of technological and business co-innovation with 136 patents and invention disclosures.

With 1,08,071 employees from over 70 nationalities and 72 plus global delivery centers in over 55 countries, Wipro’s services span financial services, retail, transportation, manufacturing, healthcare services, energy and utilities, technology, telecom and media. Wipro’s focus has been on business transformation with matchless innovation in service delivery and business models. More than 800 active clients that include governments, educational institutes, utility services, and over 150 Global Fortune 500 enterprises have benefited from this approach.

¹⁶ www.wipro.com
One of the world’s largest third party R&D services provider, Wipro caters to product engineering requirements in multiple domains. Most of the technology that we come across in daily life - airplanes, automobile navigation systems, cell phones, computing servers, drug delivery devices, microwaves, printers, refrigerators, set top boxes, TVs - will find a Wipro component in them. Wipro’s R&D activity is currently focused on cloud computing, collaboration, green technologies, mobility applications, social computing, information management and security.

Wipro is one of the most recognised and respected companies worldwide and has been awarded with innumerable corporate awards for the various milestones and innovations achieved including the 2010 Partner of the Year Award for systems integration, applications and middleware from Oracle; Indus Towers Customer Award for excellence in delivery- Wipro was the only IT partner to receive an award from Indus. Wipro also received the Most Outstanding Alliance Partner of the Year Award in Asia-Pacific and Japan from HP. Wipro’s CIGMA wins NASSCOM Award for Process Innovation.

Wipro endeavors to deliver reliability and perfection to customers by maintaining high standards in service offerings and products, as well as internal processes and people management. Company believes that business success and market leadership come through innovation and a culture of excellence driven by total quality management system. The Quality Management System (QMS), called Veloci-Q, is a consolidation of experiences and best practices that are also aligned to standard quality models and certification. The fact that Wipro has consistently been assessed and certified on critical quality models, generic and domain specific, bears testimony to the goodness of the QMS. In line with Wipro’s belief in constant innovation, over the years, Wipro has been a pioneer in adopting and adapting several improvement methodologies like Lean, Six Sigma, Kaizen, etc. to further the efficiency of its processes. Wipro was the first to adopt Six Sigma in IT delivery, way back in 1998; Lean methodology was adopted from the world-class Toyota Production System for improving the efficiency of the delivery engine; again a first in the industry, in the year 2005. Wipro has become extremely proficient in the application of these methodologies for internal processes as well as in customer’s organisations. Wipro rolled out its proprietary Business Excellence Framework called the ‘Wipro Way’ in
2006. In keeping with its culture of pioneering best practices and methodologies drawn from various industries, Wipro adopted a unique, structured approach and framework to service excellence. Using this framework, Wipro now offers its key customers value adds, and a steadily improving level of experience; the improvement in customer satisfaction measured through an independent, third party agency, where there has been a year-on-year improvement of over 1,700 basis points is a clear indicator of the success of this structure.

The Business Excellence Framework has also helped Wipro more from its various process excellence methodologies. From agile to Lean to Six Sigma, they are all now closely aligned to the daily work management practices, and are integrated into the QMS. This elevates the level of quality assurance delivered through the processes, to its customers. Novel approaches adopted from the Japanese manufacturing sector, like the five day, intense Kaizen events, that focus on ‘improve by two or reduce by half’ are just another example of Wipro’s continued quest for excellence. Further, widespread, organisation-wide training, and a consistent project approach that solves key problems using the most appropriate methods, has helped Wipro build a culture of excellence. This is illustrated by being the winner for the Best Project Achievement in Customer Experience award at ‘The Global Six Sigma and Business Improvement Award 2009’ and being the first Indian IT service provider to be awarded Gold-Level Status in the Microsoft Windows Embedded Partner Program.

4.10 IBM India Pvt. Ltd.17

IBM’s character has been formed over nearly 100 years of doing business in the field of information-handling. Nearly all of the company’s products were designed and developed to record, process, communicate, store and retrieve information - from its first scales, tabulators and clocks to today’s powerful computers and vast global networks.

IBM helped pioneer information technology over the years and it stands today at the forefront of a worldwide industry that is revolutionising the way in which enterprises,

17 www.ibm.com/in
organisations and people operate and thrive. Products and services of the company include IT services, BPO, servers, storage, middleware, systems software and operating systems.

IBM India started its operations in 1992 and has 75,000 employees with it. The key clients of IBM India include Airtel, Amul (GCMMF), Eureka Forbes, HDFC Bank, India Glycols, Kurmanchal Nagar Bank, Kusumgar Corporates, Sistema Shyam Telecom (MTS), Star India, Sun Direct, Innovation Auto Risk, Delhi Stock Exchange, BP, DataCom Solutions (Videocon), Idea (service delivery platform), Cinepolis India, Religare, Sardar Bhiladwala Cooperative Bank, Digicable, Safexpress, Perfetti Van Melle, Konkan Railway, UTV, Karad Urban Coop Bank, Sandhar Technologies.

IBM launched a number of productised service offerings as part of its technology services, such as Integrated Managed Services (remote management), IBM Scalable Modular Server Room (data center hosting targeted mostly at SMBs), Express Remote Managed Infrastructure Services for its business partners who want to get into managed IT services and a productised managed security services. Recently IBM India launched new centers of competency like banking and financial markets, telecom, energy and utilities, strategy and change, and business analytics and optimisation. It continued its diversity and CSR programs and won a number of recognitions including Golden Peacock for CSR and Hellen Keller award.

4.11 Capgemini Consulting India Pvt. Ltd.\(^{18}\)

Capgemini is headquartered in Paris, France and operates in more than 35 countries. With over 1,00,000 people in North and South America, Europe and the Asia Pacific regions, Capgemini is above all a people company. In India operating from seven major cities, Capgemini is close to 30,000 people strong and services over 400 clients globally and in the Indian market. From developing customised business strategies and technologies to helping clients deal with changing business and technology issues, Capgemini India offers contemporary solutions based on tools, methodologies, and best-practices developed over years of experience working with premier

\(^{18}\) www.in.capgemini.com
companies across all major industries. Incorporated in 1997, Capgemini India offers the full spectrum of services from consulting to technology and outsourcing services from India including business and technology consulting, custom software development, ERP and system integration, application management, infrastructure management and BPO. Capgemini provides these services for a number of sectors including public sector, energy, utilities and chemicals, manufacturing, retail and distribution, telecom, media and entertainment and financial services.

The Capgemini business proposition is founded on a set of seven shared values: honesty, boldness, trust, freedom, team spirit, modesty and fun. These values guide the company in imbibing its culture and are the product of its history, experience and brand vision. Capgemini has the philosophy that people matter and results count. The company has created a formal code of ethics to clarify and promote these practices. Capgemini understands that business value cannot be achieved through technology alone; it starts with people. Capgemini follows this human-centered approach to technology. The workforce at Capgemini is very diverse. The company sees its diversity as a vital strategic advantage and actively seeks to build on it by attracting talented individuals from a wide range of cultural, geographic and educational backgrounds. Over the years, Capgemini has come to be known for fostering a learning culture and building employee communication.

Collaboration is central to the Capgemini philosophy and a pillar of its service delivery. Capgemini calls this approach the ‘Collaborative Business Experience’, through which it creates and delivers technology and business solutions. Through the experience that comes from working with thousands of companies over the past three decades, Capgemini has identified four key elements of collaboration: target value, mitigate risk, optimise capabilities, and align the organisation to achieve the objective. The company has strong alliances and partnerships with key technology vendors and service providers.

4.12 Patni Computer Systems Ltd.\textsuperscript{19}

\textsuperscript{19} www.patni.com
Started in the year 1978, Patni Computer Systems Ltd., an ISO 9001: 2008 and SEI CMMI Level 5 company, is one of the leading global providers of IT services and business solutions. Over 17,500 professionals service clients across diverse industries, from 30 international offices across the Americas, Europe and Asia-Pacific, and 23 Global Delivery Centers in strategic locations across the world. The company serviced more than 400 FORTUNE 1000 companies in 37 countries, for over two decades. Patni introduced offshore development centers, pioneered ‘follow the sun’ development and support frameworks, ensured compressed delivery timeframes. Patni also holds Six Sigma and ISO 27001/20000/13485 certifications.

Company’s vision is to achieve global IT services leadership in providing value-added high quality IT solutions to its clients in selected horizontal and vertical segments, by combining technology skills, domain expertise, process focus and a commitment to long-term client relationships. The company defines its vision to be a trusted partner, powered by passionate minds, creating innovative options to excel. The company has strategic partnerships and alliances with Microsoft, Oracle, SAP, Texas Instruments, Hitachi, and HP.

Patni leverages its years of deep understanding of evolving customer priorities and the contributions from hundreds of Patni practitioners across the globe to develop its very own suite of Software Delivery Methodologies for ‘Delivery Excellence’ called Patni PLUS. Patni PLUS is a software delivery methodology suite which enables superlative global service delivery. Patni PLUS is a closely woven web of world-class methods for software engineering and delivery management, and includes governance framework for regulatory compliance, security, enterprise risk management and metrics. Detailed processes have been defined for product conceptualisation, product level requirements development and analysis, system modeling based system design and development, product integration, product verification and validation, product release and product sustenance, thus covering the full spectrum of product development activities. The methodologies have been aligned to the domain specific standards of industrial automation, medical devices, automotive software and consumer electronics.
Patni’s Global Program Management and Governance Framework drive delivery capability that provides the methodology, tools, and organisational competency to manage a program or an entire engagement. This methodology is derived from the basic PMI, ITIL and PRINCE2 methodologies for portfolio and program governance.

Based on industry practices and good management principles, Patni’s program management framework, provides a structured approach to manage the twelve program management disciplines and includes IT governance, portfolio and program management competencies. Patni’s program management framework is defined in terms of its interaction between the governance of various programs from a business point of view, and the consolidation of projects funded based on the business objectives.

4.13 CSC India

Computer Sciences Corporation (CSC) India, one of the largest world sourcing centres of CSC, has been delivering services from India since 1991 and operates out of state of the art facilities across seven locations in India: Chennai, Noida, Hyderabad, Bangalore, Mumbai, Vadodara and Indore. With more than 20,000 employees including 3,000 in other geographies that support India operations, CSC is one of the Top 10 IT services firms in India and also CSC’s second largest operations globally. The company is seamlessly integrated with proven global processes, tools and methodologies and is growing organically at 75% per year for the past four years and close to 150% last year in terms of headcount with Covansys acquisition. CSC India has a full fledged strategic office of Innovation in India, the first and one of only three such centers outside the U.S. The company, backed by 50 years of IT services track record of CSC, has a global reach in more than 93 countries with immediate access to 92,000 strong CSC professionals worldwide. CSC’s advanced capabilities include systems design and integration, IT and BPO, applications software development, web and application hosting, mission support and management consulting. In India, CSC offers high-value technology solutions and a rich portfolio of services across industry segments to clients worldwide. Its services include

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20 www.csc.com/in
applications development and product support, infrastructure services and BPO services. CSC India has been recognised consistently in many “best employer” award categories.

CSC is one of the fastest growing IT services companies in India today, globally integrated with CSC’s sourcing model. It delivers value added services through industry oriented skills and competencies to some of the top global clients. In a move to strengthen India-based sourcing services to global customers, CSC acquired Covansys in July 2007 and First Consulting Group (FCG) in January 2008. The combined companies provide customers with a larger set of resources and capabilities through the addition of new talent and industry knowledge. The company is ISO 9001:2000, PCMM Level 5 and SEI CMMi Level 5 certified across all global delivery centers worldwide. The company also holds ISO/IEC 27001:2005 and Six Sigma. The mission of CSC is to be a global leader in providing technology-enabled business solutions and services. Client satisfaction is recognised as the most important business objective of the company. It encourages initiative, recognises individual contribution, treats each person with respect and fairness, and affords ample opportunity for professional growth. CSC has a culture of valuing diversity of its employees.

CSC India has been ranked 10th Fastest Growing Company in India according to Dataquest Survey of Top 200 IT companies, NASSCOM ranked 11th amongst software and services exporters in India in 2008, ranked No. 1 in IT Software - Best Workplaces in Rank Order as per Economic Times’ Great Place to Work 2008 survey. As per the same survey, conducted across industries, CSC is amongst the Top 15 Great Places to work in India.

4.14 Larsen & Toubro Infotech Ltd.21

L&T Infotech, incorporated in 1997, is a global IT services and solutions provider. The services provided by the company include application development, maintenance and support, architecture services, business analytics, consulting, Oracle services, product lifecycle management, SAP services, systems integration and testing services.

21 www.lntinfotech.com
The client list of the company includes industry leaders like Chevron, Freescale, Hitachi, Sanyo and Lafarge, among others. The parent company is Larsen & Toubro Ltd. (L&T), a technology, engineering, manufacturing and construction conglomerate, with global operations.


The vision of the company is to be a globally benchmarked solution provider, a preferred partner, through creation of high value for customers, an enriching workplace for employees to excel through innovation and teamwork. The value system of the company defines agility, dependability, innovation, integrity, meritocracy and fair play, passion and teamwork as its core cultural components. The company believes that its key strength is its people and it has created systems that allow it to attract, train and retain the best talent. The company is committed to maintaining a professional, value-driven, work environment where every employee feels fulfilled and respected. In the light of this, it has adopted a multi-pronged approach to competency development and retention.

Apart from being Microsoft Gold Certified Partner and Windows Embedded Partner, the company has strategic alliances with Red Hat, PeopleSoft, Actuate, Amazon and Tibco. L&T Infotech is a SAP Certified Integration Partner as well as Global Services Partner. The company has the distinction of being the Worldwide Oracle Platinum Partner and IBM Premier Business Partner.

By leveraging its alliances with partners such as SAP, Oracle, Microsoft and IBM, it determines technology and architecture reviews relevant in emerging technology areas and services. The Technology Office forms the core of this system and plays a pivotal role across segments - from corporate to clients and domain to technology. L&T Infotech’s Technology Office partners with leading technology providers,
Design of Experience Base Model for Software Process Improvement

innovators, research analysts and academia to help clients explore and leverage emerging technologies. Several elements make up the Technology Office including a center of excellence, innovation groups, alliance management and horizontal practices. Further, both horizontal and the vertical business lines are continuously driven by innovation and attuned to maximise efficiency. Monitoring and streamlining evolving technologies and sunrise initiatives is paramount and is undertaken by its Technology Council which is actively involved in various training/mentoring programs, seminars, expert interactions. The HR function works closely with the Technology Office to mentor budding solution architects, and create a talent pool through structured programs.

4.15 Microsoft (India) Pvt. Ltd.22

Microsoft entered India in 1990 and has since worked closely with the Indian government, IT industry, academia and local developer community for ushering in some of the early successes in the realm of IT. Microsoft currently has offices in 13 cities - Ahmedabad, Bangalore, Chandigarh, Chennai, Coimbatore, Hyderabad, Indore, Jaipur, Kochi, Kolkata, Mumbai, New Delhi, and Pune. Increasingly, Microsoft is becoming a key IT partner to the Indian government and the industry. Since its advent, Microsoft has been supporting and fueling the growth of the local IT industry through its partner enablement programs. Since its entry into India, Microsoft has focused on three things: becoming a key IT partner to the Indian government and the industry; supporting and fueling the growth of the local IT industry through its partner enablement programs and under Microsoft Unlimited Potential, enhancing education, jobs and opportunities and fostering innovation through relevant, affordable access to computing.

Microsoft in India employs about 5500 people and has six business units in India representing the complete Microsoft product lifecycle. Microsoft has development centre at Hyderabad and research centre at Bangalore.

22 www.microsoft.com/in
In India, Microsoft is currently making significant investments in working with 1.2 million developers, over 1000 Independent Software Vendors (ISV) and more than 2000 system integrators. Microsoft is also committed to help the Indian ISV community realise the opportunity in the software products space in an attempt to change India from renting IQ to owning IP. Microsoft’s scope of work with the Indian technical community is spread across the academic community which includes the IITs, RECs, and other educational institutions. India is the only subsidiary outside of the US where Microsoft has an end-to-end presence through six business units which contribute significantly to global Microsoft Innovation and the growth of the partner ecosystem. Microsoft is committed to work on transforming education, foster local innovation, and enable jobs and opportunities to sustain a continuous cycle of social and economic growth. Some of the initiatives towards this are: Partners in Learning (Project Shiksha), Project Bhasha, Project Jyoti, Project Vikas, Shared Access and Mobile Solutions.

Microsoft works in partnership with Indian government in order to provide innovative e-governance solutions that help take IT to the grassroots. As pioneers in the e-governance space in India, Microsoft has been working closely with various departments of the central and state governments and public sector organisations for the last 17 years now. It is partnering with 14 state governments today and there are more than 300 e-governance applications running on the Windows platform. The company has also instituted “Microsoft e-governance Awards” to recognise the most successful e-governance applications designed on the Windows platform that have significantly enhanced delivery of citizen services and have ushered in a more participative and transparent form of governance. Department of Information Technology (DOIT) appointed Strategic Microsoft Technology Partner for the state government, consulting, developing and executing systems integration projects on Microsoft technologies.

4.16 Oracle India Pvt. Ltd.23

23 www.oracle.com/in
Oracle provides the world’s most complete, open, and integrated business software and hardware systems, with more than 3,70,000 customers including 100 of the Fortune 100 representing a variety of sizes and industries in more than 145 countries around the globe. Oracle is still the undisputed leader in databases with 62% RDBMS market share in India. 51% of its gross revenue comes from database business. Oracle has huge traction in telecom in India as 100% of Indian telcos run on Oracle database.

More than three decades ago, Larry Ellison saw an opportunity: a description of a working prototype for a relational database. Ellison and co-founders Bob Miner and Ed Oates realised the tremendous business potential of the relational database model but they may not have realised that the company they formed would change the face of business computing forever.

Throughout its history, Oracle has proved it can build for the future on the foundation of its innovations and, its intimate knowledge of customer challenges and successes analysed by the best technical and business minds in the world. The company has leveraged its immense size and strength to serve its customers, and to implement key technology and business decisions that upend conventional wisdom and take its products and services in new directions.

Today Oracle is the gold standard for database technology and applications in enterprises throughout the world - the company is the world’s leading supplier of information management software and the world’s second largest independent software company. The acquisition of Sun gives Oracle a leadership role in the hardware arena as well.

Now more than ever before Oracle technology can be found in nearly every industry, and in the data centers of 100 of the Fortune Global 100 companies. Oracle is the first software company to develop and deploy 100 percent internet-enabled enterprise software across its entire product line: database, business applications, application development, and decision support tools.

Innovation is the engine of Oracle’s success. Oracle was one of the first companies to make its business applications available through the internet - an idea that is now
pervasive. Oracle has introduced new Oracle Fusion Middleware products and functionality that reflect the company’s goal to connect all levels of enterprise technology.

Before the acquisition of Sun was final, Oracle and Sun introduced the Sun Oracle Database Machine, the world’s fastest machine for any type of database workload. Today, Sun servers and storage, Oracle Real Application Clusters, Oracle Applications, Oracle Grid Computing, support for enterprise Linux, and Oracle Fusion, all fuel a commitment to innovation and results that has defined Oracle for thirty years.

Oracle India started its operations in 1992 and employs 21,000 professionals. The major products and services of the company include database, middleware and application software. With headquarter in Gurgaon, National Support Centre at Bangalore; Oracle India has development centres in Bangalore, Hyderabad, Chennai, Kolkata, Mumbai and Noida. The vision of the company is to become number 1 in middleware and applications, just as it has been in database. The company aims to provide its customers with complete, open solutions integrated from the disk to applications software that meet their business needs and solve their business problems.

Oracle’s product strategy provides flexibility and choice to its customers across their IT infrastructure. Now, with Sun server, storage, operating-system, and virtualisation technology, Oracle is the only vendor able to offer a complete technology stack in which every layer is integrated to work together as a single system. In addition, Oracle’s open architecture and multiple operating-system options gives its customers unmatched benefits from industry-leading products, including excellent system availability, scalability, energy efficiency, powerful performance, and low TCO.

4.17 National Informatics Centre (NIC)24

24 www.nic.in
NIC, under the Department of Information Technology of the Government of India, is a premier science and technology organisation, at the forefront of the active promotion and implementation of information and communication technology (ICT) solutions in the government. A number of services are being provided by NIC to all the government ministries/departments/states/districts. NIC has spearheaded the e-governance drive in the country for the last three decades building a strong foundation for better and more transparent governance and assisting the governments endeavor to reach the unreached. NIC was established in 1976 for providing e-government/ e-governance solutions adopting best practices, integrated services and global solutions in government sector.

In the year 1975, the Government of India envisioned that the strategic use of IT in government would lead to more transparent and efficacious governance which could give a fillip to all-round development. In the wake of this, the Government of India decided to take effective steps for the development of information systems and utilisation of information resources and also for introducing computer based decision support system in government ministries and departments to facilitate planning and programme implementation to further the growth of economic and social development. In 1976, the Government visualised a project named the ‘National Informatics Centre (NIC)’. Subsequently, with the financial assistance of the United Nations Development Program (UNDP) amounting to US $4.4 million, NIC was set up.

NIC, headquartered in New Delhi, has state units in all the state capitals and union territory headquarters and district centres in almost all the districts of India. The organisation employs a large pool of efficient technical manpower. At the NIC headquarters, a large number of application divisions exist which provide total informatics support to the ministries and departments of the central government. NIC computer cells are located in almost all the ministry bhawans of the central government and apex offices including the Prime Minister’s Office, the Rashtrapati Bhawan and the Parliament House.

NIC assists in implementing IT projects, in close collaboration with central and state governments, in the areas of (a) centrally sponsored schemes and central sector
schemes, (b) state sector and state sponsored projects, and (c) district administration sponsored projects. NIC endeavours to ensure that the latest technology in all areas of IT is available to its users. It is one of the total solution providers to the government and is actively involved in most of the IT enabled applications and has changed the mindset of the working community in the government to make use of the latest state of the art technology in their day to day activities to provide better services to the citizens. NIC is providing network backbone and e-governance support to central government, state governments, UT administrations, districts and other government bodies. It offers a wide range of ICT services including Nationwide Communication Network for decentralised planning, improvement in government services and wider transparency of national and local governments.

NIC has conceptualised, developed and implemented a very large number of projects for various central and state government ministries, departments and organisations. Many of these projects have been made into a product to be customised across the country. It offers a wide range of ICT services including NICNET, a Nationwide Communication Network with gateway nodes at about 53 departments of the Government of India, 35 state/UT secretariats and 603 district collectorates to service ICT applications.

The milestones in NICs ICT based endeavors, over the years, have worked to fulfill the expectations with which it was established. India Image Portal is a gateway to the Indian government information with a mission to extend comprehensive web services to government ministries and departments under this project, over 5000 Government of India websites are being hosted. A significant outcome of India Image Portal, which came about in the early years of the millennium, is the GOI Directory, a first of its kind comprehensive directory providing information about websites of the Indian government at all levels. Also, in late 2005, all the services and websites in India Image Portal were brought under one interface to provide single-window access to citizens. NIC has been licensed to function as Certifying Authority (CA) in the G2G domain and CA services commenced in 2002.
Over the years NIC has extended the satellite based Wide Area Network to more than 3000 nodes and well over 60,000 nodes of Local Area Networks in all the central government offices and state government secretariats.

4.18 MindTree Ltd.\textsuperscript{25}

MindTree Ltd. is a global IT solutions company specialising in IT Services, independent testing, infrastructure management and technical support, knowledge services and product engineering, software product engineering and wireless products. MindTree partners with its clients to create a transparent, value-based relationship. MindTree was started in 1999 by 10 industry professionals who came from Cambridge Technology Partners, Lucent Technologies and Wipro. Their vision to build an institution that is among the most admired companies globally is shared with every MindTree Mind (what they call their employee). The mission statement of the company reinforces that its two most important stakeholders are customers and employees. The company believes that happy people lead to happy customers and also innovative solutions are a means of contributing to the success of the customers. What brings MindTree Minds together in building an organisation that has a unique culture is its value system. Every MindTree Mind is driven by CLASS, the acronym for its core values of Caring, Learning, Achieving, Sharing, and Social Responsibility. Everything revolves around the CLASS values and the distinct culture that they have built. The two main attributes that characterise its culture are high achievement orientation and high caring.

With a strong focus on the banking and financial services, insurance, manufacturing, media, retail and services, travel and transportation industries, MindTree offers application development and maintenance, business intelligence and data warehousing, enterprise solutions and consulting, SAP/ERP, mobile enablement and testing, infrastructure and knowledge services. MindTree has forged successful business and technology alliances with some of the big names in the industry, including Hewlett Packard, IBM, Intel, Microsoft, Oracle and SAP. Having partnered with customers across variety of industry segments, MindTree specialises in

\textsuperscript{25} www.mindtree.com
delivering analytics in diverse areas. MindTree brings in a combination of domain and functional expertise that helps reduce TCO and gain insights. The company’s expertise is backed by pool of 550 experts in analytics, data warehousing and business intelligence, coupled with cross-functional teams of statisticians, data architects, subject matter experts, and project managers. MindTree is one of the few companies that bring domain, functional, tools, and statistical expertise all under one roof.

MindTree has well defined processes for each of its business and technology practices. These processes are defined and refined by practitioners themselves, with content being generated by project and industry experience. These experiences are integrated, structured, and validated against industry best practices. MindTree’s OneShore delivery model facilitates a single-team approach by integrating MindTree’s processes with those of its customers, as well as those of their customers to minimise the risks of non-interoperability. The proprietary process interoperability exercise helps select best of breed processes and tools from among MindTree, customer and allied partners, so as to create an optimal environment for project execution and solution delivery.

MindTree is recognised as the best mid-sized company in the Indian outsourcing industry. Company’s success and growth has been powered by a consultative approach, a deep understanding of business and technology, a passion for innovation and its integrity. MindTree is ranked 19th amongst IT Services companies by IAOP in their annual list of the Top 100 Global Outsourcing Companies. For 2009-10, MindTree is ranked 13th in NASSCOM’s listing of the Top IT Software and Services Exporters in India (excluding BPO). Marking its fifth consecutive year on the Global Services list in 2010, MindTree ranked among the top vendors in four sub categories. MindTree has been consistently rated among the most admired employers by several industry surveys, including Great Places to Work Institute, Hewitt Associates and Mercer. MindTree was ranked No. 1 among the Most Admired Knowledge Enterprise (MAKE) India Award winners for the second consecutive year in 2008. MindTree was ranked No. 2 in Asia and declared the overall winner in India in the Asiamoney Corporate Governance Poll 2009. MindTree was ranked among the fastest growing technology companies in Asia Pacific by Deloitte Technology Fast 500 in 2009. MindTree also won the 2009 CIO award instituted by IDG India’s CIO magazine that
recognises organisations that exemplify the highest level of operational and strategic excellence in IT.

4.19 Polaris Software Lab Ltd.\textsuperscript{26}

Founded in 1993 and publicly-listed, Polaris Software is the world’s most sophisticated banking and insurance software company. Polaris is the chosen outsourcing partner for 10 of the top 15 global banks and 6 of the 10 top global insurance companies. A CMMi level 5 and BS7799, Polaris offers state-of-the-art, comprehensive solutions for core banking, corporate banking, wealth and asset management and insurance. Over the last two decades, Polaris has implemented its solutions and services among 200 of the world’s largest financial institutions. Polaris serves the world’s most prestigious banks, including Citigroup, SEB, Shinsei Bank, Mekong Housing Bank, Saigon Hanoi Bank, Al Hilal Bank, and Deutsche Leasing, to name a few. Polaris Software is also recognised by the world’s top analysts (Forrester and Gartner) as global leaders in banking and insurance software.

Polaris began its journey over 25 years ago when it partnered with Citibank to create India’s first ATM system. In 1993, Polaris was recognised by the Smithsonian Institute for creating the first banking solution on distributed architecture. As a result of this partnership with Citibank, Polaris gained two very critical experiences: a) creating mission-critical solutions with leading-edge functionality, built on reliable and robust technical architecture which could be successfully implemented and replicated across the globe. Today, this experience and learning has culminated in a suite of modular solution components - Intellect Global Universal Banking, b) creating successful outsourcing models which enable Polaris to meet and exceed global standards. This experience has been converted into a predictable and repeatable model of success and is known as the OPERA.

In 2003, Polaris acquired Citibank’s banking IT arm and transformed it into the world’s leading financial technology corporation. Today, Polaris with 10,500

\textsuperscript{26} www.polaris.co.in
professionals working with it has been rated among the top 8 in IT services in banking globally.

Polaris, with corporate headquarters at Chennai, has built expertise around banking, financial services and insurance, specialising on industry segments such as investment banking, retail banking, credit cards, corporate banking, and insurance. Apart from India, Polaris has operations in Canada, USA, UK, Germany, France, Switzerland, Ireland, Singapore, Australia, Saudi Arabia, Bahrain, UAE, Japan, Chile, Hong Kong, Netherlands, Spain and Korea. The company has a strong global reach, with sales and marketing and development centers spanning across 24 international offices and 4 global near shore development centers. An integrated global network connecting global offices and development centers, dedicated communication links ensure connectivity between Polaris and customers. The development centers are linked using state-of-the-art high-speed communication links, backed up by redundant networks. Video-conferencing facilities are available in all centers. The operating and security standards incorporate the most advanced information security framework. All locations have full-fledged functioning Data Centers. All its development centers practice a robust “In Center”, “Inter Center” and “In Country” business contingency policies. Polaris is organised into 7 Business Solution Centers (BSCs). Each BSC houses expertise in one domain area. For example, the Hyderabad BSC houses investment banking and wealth management expertise and is the world’s first specialty center for investment banking.

The vision of the company is to create the environment to attain personal mastery to push new frontiers, unleash the collective knowledge potential, achieve global stature by helping customers win in their market place, grow the value of Polaris every year, anchor the family and its aspirations, and impact the society at large. Rooted in Polaris values are passion, humility, integrity, and respect. Polaris defines its mission to be a reliable and responsive techno-business solution partner and provide cost-effective, timely solution, meeting customer expectation through continuous process improvement and win-win relationships in the banking, financial services and insurance space. The business strategy of Polaris is made of 7 strategic levers (domain knowledge, technology platform, methodology and tools, processes, reusability, energy and customer knowledge), 5 value creation areas (cost, quality, reliability,
speed and flexibility) and benefits to the customer in terms of lower TCO, improved efficiency and effectiveness, competitive advantage, and speed to market. The company believes that the strength of Polaris lies in its people. A unique blend of techno-bankers, banking and insurance practitioners, technology experts and quality process gurus help Polaris create enduring value in any relationship. Polaris calls this philosophy ‘The Economics of Expertise’.

4.20 Fidelity Business Services India Pvt. Ltd. (FIS)²⁷

FIS is one of the world’s top-ranked technology providers to the banking industry. With more than 30,000 experts in 100 countries, FIS delivers the most comprehensive range of solutions for the broadest range of financial markets. FIS is part of the S&P 500. FIS has also been named the number one overall financial technology provider in the world by American Banker and Financial Insights (FinTech 100). FIS’ proven solutions serve many markets, including automotive finance, card services, check services, commercial lending, community banking, credit unions, ePayments, loan syndication and trading, technology support, and wealth management.

Services are delivered from 27 operations centers around the world. The product and service offering includes a comprehensive range of financial and payment processing software and services. FIS payment solutions services include fully outsourced card issuer services and customer support, item processing and retail point-of-sale check warranty services. FIS financial solutions services include fully outsourced core bank processing arrangements, application management, software licensing and maintenance, facilities management and consulting services. FIS International Solutions is No. 1 core processing provider in Europe and China; No. 1 retail core processor in Germany. Company’s core processing solutions are mission critical applications that operate across a wide variety of hardware platforms for banks in every market tier. FIS is a leading global provider of technology and services to the financial services industry, serving more than 14,000 clients in over 100 countries. The company was founded in 1968 as Systematics and, through its core processing system of the same name, quickly became a globally recognised provider of

²⁷ www.fisglobal.com
technology solutions for financial institutions. In the early 1990s, ALLTEL Information Services acquired Systematics and Computer Power Inc. (CPI), a leading mortgage servicing provider. In 2003, Santa Barbara, California-based title insurance giant Fidelity National Financial bought the financial services division of ALLTEL Information Services and renamed it Fidelity Information Services. Over the course of the next 18 months, Fidelity Information Services acquired several other financial services technology firms. In 2004 FIS acquired a majority stakeholder in Kordoba GmbH & Co., an organisation with more than 20 years of experience of specialising in the Germanic core banking market. Kordoba is an IT solutions provider for the financial services industry, with a focus on services and solutions for the banking market. It provides both outsourced and in-house core banking solutions to Germanic savings and commercial banks, including core transaction processing, ATM network solutions, accounting and reporting solutions and a securities processing system. Having firmly established itself as a dominant player in the financial services technology space and having earned its place on the Fortune 500 listing, FIS then sought to further broaden its array of offerings and, in 2006, merged with St. Petersburg, Certegy, creating one of the largest financial institution technology processing and services companies in the world. In 2007, FIS acquired eFunds, a Scottsdale, provider of risk management, electronic funds transfer (EFT) services, prepaid card processing, and global outsourcing solutions to more than 10,000 financial services companies in over 80 countries. In 2009, FIS acquired Metavante, a provider of banking and payments technologies to approximately 8,000 financial services firms and businesses worldwide. The strategic transaction to combine the two companies closed on Oct. 1, 2009, positioning FIS as the largest technology provider to the global financial industry. In combining the two companies, FIS and Metavante have come together to provide a vast breadth and depth of products, an unrivaled market offering and a strong international presence to bring clients unprecedented levels of expertise and service.

Today, FIS maintains processing and technology relationships with 40 of the top 50 global banks, including nine of the top 10, and consistently holds a leading ranking in the annual “FinTech 100” rankings. FIS also serves many non-financial institution clients, including 18 of the top 25 national retailers. Additional areas of focus and expertise for FIS include the healthcare, government, utilities and insurance markets.
The company believes that the most important achievement is the strength of its people.

4.21 Hexaware Technologies Ltd.\textsuperscript{28}

Hexaware is a leading global provider of IT and BPO services, focusing on delivering real business results from technology solutions and specialising in business intelligence, business analytics, enterprise applications, and legacy modernisation. With 156 active clients comprising several Global 1000 organisations, Hexaware has achieved leadership position in industries such as healthcare and life sciences, manufacturing, travel, transportation, hospitality and logistics, banking, finance, insurance, leasing and in domains such as HR and business analytics.

Founded in 1990, Hexaware today maintains seven state-of-the-art development centers - four in India and one each in Germany, USA and Mexico, and offices in North America, Europe and Asia Pacific, and employs around 6,500 workers globally. Hexaware’s centers comply with the crucial quality and security best practices. The vision of the company is to be one of the top five IT companies in the world. It has embarked on a business excellence initiative and is investing in developing competencies to deliver superior quality with total customer orientation. The mission of the company is ‘empowerment through technology’. Having achieved the distinction of SEI CMMI Level 5, ISO 9001 and SAS 70 Type I certifications, the company’s core expertise spans development support, integration, implementation and testing services across all major enterprise software systems such as PeopleSoft, Oracle, SAP and Microsoft. With development centers and sales offices throughout the world, Hexaware is headquartered in Mumbai and has regional headquarters in New Jersey, London and Singapore.

The company has industry specific expertise in banking, insurance, airlines and health care sectors. The company has been aggressively increasing its presence in international markets through the acquisition route. Going on this line, Hexaware acquired FocusFrame, a US based automated specialised ERP testing consulting firm

\textsuperscript{28} \text{www.hexaware.com}
in 2006. Caliber Point is the independent BPO arm and wholly owned subsidiary of Hexaware Technologies. Hexaware launched a joint venture Risk Technology International Limited in 2007. In the first quarter of 2009, Hexaware acquired the remaining stake from its JV partner Pemtrad International, to convert RiskTech into a wholly owned subsidiary.

The core values defining the culture at Hexaware are customer satisfaction, integrity and mutual trust, entrepreneurial attitude, respecting diversity, fostering a learning environment, nurturing innovative thinking and maintaining high standards of corporate governance.

The company is ISO 9001:2000, BS 7799, TickIT and SAS 70 Type I certified. Hexaware has also been certified as PCI DSS 1.2 (Payment Card Industry Data Security Standard) compliant.

Hexaware has extensive experience in modernising large IT applications (legacy, SOA, open source, internet technologies) and providing high value services around business applications such as Analytics, SAP, Oracle-PeopleSoft and Siebel. This combination allows it to operate as an enterprise-class solutions company. Hexaware has demonstrated leadership and expertise in focus areas and is a global market leader in PeopleSoft services and among the leading IT solution providers for the airlines industry. Hexaware is also fast emerging among the top two Indian IT services provider in Germany. Hexaware has partnered with selected technology and business solutions companies like Microsoft, Oracle, SAP, Borland, HP, and Unisys.

Hexware’s processes, products and organisational structure are geared towards ensuring that every delivery to the clients passes through stringent quality measures. This policy has engendered a work culture that believes in stretching innovative thinking to its limits and exhibiting a no-compromise attitude towards quality. In the light of this, Hexaware has adopted and achieved the international standards for process definition and improvement at its global development centers. Based on the business needs, technology changes, customer feedback, suggestions and process performance, Quality Improvement Program is initiated in the company. Hexaware has also undertaken various initiatives such as implementing an organisation wide
Defect Prevention Program, Metrics Program, automation of processes and introduction of new tools. Hexaware has institutionalised a number of processes and innovative methodologies, which has built in risk mitigation strategies and cost efficiencies.

Hexaware is ranked amongst the Top 20 Best IT employers in India by DQ-IDC for five years in a row and rated as one of the Top 10 growing companies for software support services in the US amongst the Top 50 by Gartner. Hexaware was positioned by Gartner in the niche players quadrant for ‘Magic Quadrant for ERP Service Providers, North America’ report’.

4.22 Ingram Micro India Ltd. 29

Ingram Micro Inc., a Fortune 100 company, is the world’s largest technology distributor and a leading technology sales, marketing and logistics company for the IT industry worldwide. Ranked as No. 67 in the 2009 FORTUNE 500 listing, the company operates in more than thirty countries with approximately 15,000 associates worldwide. As a vital link in the technology value chain, Ingram Micro creates sales and profitability opportunities for vendors and resellers through unique marketing programs, outsourced logistics services, technical support, financial services and product aggregation and distribution.

Since its beginnings in 1979, Ingram Micro has connected technology solution providers with vendors worldwide, identifying markets and technologies that shape the IT industry. Today, Ingram Micro remains at the forefront of the global technology marketplace, bringing the latest products and services to market and finding new ways to bring value to its customers.

The company supports global operations through an extensive sales and distribution network throughout North America, Europe, Middle East and Africa, Latin America and Asia-Pacific. Ingram Micro is a member of the Global Technology Distribution

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Council. Ingram Micro has local sales offices in 36 countries, 103 distribution centers worldwide and the only global broad-based IT distributor in Asia.

The vision of the company is to be universally regarded as the best way to deliver technology to the world. The company has a value system based on teamwork, integrity, accountability, innovation, dignity, equality and trust. The company’s management team is focused on leading the industry through change and has a clear understanding of customer expectations. Ingram Micro leads the industry in creating new market opportunities with new and emerging technologies and value-added services.

Ingram Micro India Ltd., having registered office at Mumbai, is an ultimate subsidiary of Ingram Micro Inc., USA. Established in 1996, IMIL today is the No. 1 IT distribution company with nationwide presence at nearly 40 locations. The company has 1,200 employees.

The company has extensive market expertise in providing a comprehensive product line from a single source and enjoys an excellent reputation and market credibility as a leading wholesale provider of computer systems and components, peripherals and printers, networking solutions, computer storage systems, supplies and accessories, application software and support services. Ingram Micro is also a service powerhouse delivering logistics and supply chain management services to increase value and drive efficiency for companies at all levels of the IT supply chain. For technology solution providers, Ingram Micro’s specialised divisions offer customers technical expertise and a well-informed sales support staff trained to handle the needs of market categories such as enterprise computing, converging technologies, small-to-mid-size businesses (SMB), and the government and education sectors. The company has developed services and solutions designed to address the needs of each technology category and market segment, with expert services to support customers serving vertical and specialty markets.

4.23 Kale Consultants Ltd.\(^{30}\)

\(^{30}\) [www.kaleconsultants.com](http://www.kaleconsultants.com)
Kale Consultants, a CMMI Level 3 and ISO/IEC 27001:2005 and ISO 9001 certified company, is a leading software solutions provider with exclusive focus on the travel and transportation industry. Established in 1986, with 10 offices located across India, USA, UK and New Zealand it offers a complete suite of solutions and services which include data analytics, consulting, managed-process outsourcing services, software products, platform solutions, customised technology and hosting services. The company, with active partnerships with key industry bodies, is a leader in the airline and travel space. The strength of the company lies in its industry knowledge and domain expertise combined with strong technology insight. The proven track record of delivering successful solutions on time and to budget provides the best testimonials of Kale’s capability.

Kale employs over 1,600 techno-functional professionals located across 2 large software development centres and 4 Managed Process Service centres. Kale Consultants have the distinction of working with industry giants on landmark multi-year engagements and currently service over 120 clients across 5 continents, including 15 of the top 20 airlines. The client list includes Delta Airlines, Continental Airlines, Indian Airlines, Air India, Qatar Airways, Gulf Air and Thai Airway. Headquartered in Pune, Kale has development centres strategically located at Mumbai, Pune and Chennai. Internationally Kale has its presence in New Jersey, London, Kuala Lumpur, Sydney and Seoul. VPNs are established in these centres for overseas customers through leased lines. The mission of the company is “globally to be one of the top three providers of choice in the markets that it serves through innovation, domain expertise and contemporary technology leading to business transformation.” Kale has identified and implemented a comprehensive set of values that drives each individual employee and the company as a whole. These set of values are at the core of the organisational philosophy and are integral to all projects undertaken. The values at Kale include: performing and managing business with the highest level of integrity and trustworthiness, operating as a learning organisation, integrating experiences gained from interactions, practice the highest level of professionalism, building excellence in work, consistently offering superior shareholder value, being a company that people love to work for and work with and finally being a responsible member of the society and contribute to its betterment.
Kale is the value innovator providing value propositions to its customers with innovative software and business process management solutions. The company’s solutions span from software solutions to outsourced software development. Kale has been able to leverage a well-proven offshore delivery model, quality processes and strong technical skills to provide complete, compact and cost effective solutions. The company has acquired a competitive advantage based on solutions suitably derived from domain knowledge, IPRs and high-end value creating services. The Quality Management System reflects the attitude of Kale towards quality, focus on technology, reliability, service and cost in order to make innovative solutions and services available to its customers at minimised total costs. Kale Consultants have a quality policy to continually measure and improve the processes involved in the conceptualisation, planning, development, delivery and support of its software solutions and services.

Kale’s industry solutions are led by active partnerships with industry bodies and organisations like NASSCOM, ASSOCHAM and CII. Kale is a specialist provider of travel technology and outsourced service offering with 2000 man-years of experience in developing, implementing and maintaining software solutions in diverse technical environments. The company contributes to key industry bodies by helping draft policies and spearheading initiatives aimed at developing standards and best practices. The Kale group has strategically built its domain expertise and experience in the airline, logistics and travel industry, and encompasses companies which are leaders in their niche domains. The cumulative strengths of the Kale group have been instrumental in achieving the leadership position in its target markets. Kale’s achievements include many firsts and highlight the transformational value and innovative solutions that it offers to all its stakeholders. In 2009, Kale won the “Emerging IT Solutions Provider for Logistics Industry”.

4.24 Headstrong Services India Pvt. Ltd.31

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Headstrong is a global IT consulting firm with a specialised focus in financial services. In particular, it is the world’s leading offshore outsourcing company focused in the capital markets and securities industry space. Headstrong delivers a wide range of full-lifecycle consulting and technology services with multi-shore capabilities. The company is built on and fosters proven methods and standard best practices, regardless of client project’s scope or complexity. Headstrong has deep domain knowledge and proven expertise in verticals like asset and wealth management, mortgages, reference data, securities financing, prime brokerage, derivatives and compliance and risk. Range of services span the complete value chain, from high-end consulting to application outsourcing to product development to operations management. Headstrong is a global leader in application development, management and maintenance. Its managed services feature onshore and offshore delivery backed up by wide domain expertise. Headstrong has multiple offshore locations in India and Philippines and operates SEI-CMM-certified Global Delivery Centers in these two countries.

In 1982, the company published the first methodology to translate business needs into system solutions – Information Engineering Methodology (IEM). Other Headstrong innovations include the integration of rules and Object Oriented methods, the first hypertext methodology, and the value stream approach. With a nearly 30 years track record of proven results, Headstrong’s model of specialisation in the financial industry has yielded sustained year-on-year growth in earnings, profitability and market recognition. Headstrong operates in 8 countries with over 3,000 employees. Outsourcing services are provided from three offshore centers in Noida, Bangalore and Manila and ‘near-shore’ centers in the US. More than 200 person years of extensive work with Independent Software Vendors (ISV) has enabled the company to evolve its ISV Challenges Framework for an end-to-end solution, from visualising, architected and developing the product to releasing and deploying it at end-customer sites.

Headstrong has been rated the No. 1 overall vendor in financial markets information technology outsourcing by the prestigious Black Book of Outsourcing Research Group. It was cited a top leader in financial outsourcing in The 2010 Global Outsourcing 100 List; was ranked in the 2010 FinTech list of the world’s best
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financial services companies; was recognised the Best Mid-sized BPO Company of the Year at the third International ICT Awards, Philippines 2009; and has been quoted in numerous specialist reports by analysts like Gartner, Everest, Forrester, Celent, Tabb Group and TowerGroup.

4.25 RateGain IT Solutions Pvt. Ltd. 32

RateGain, founded in 2004, is a travel technology company which caters to the largest e-commerce segment - the travel and hospitality industry. The company is dedicated to making intelligent business technology for this sector to aid in its operations, distributions and sales. It also provides price intelligence solutions and e-commerce related products. RateGain is a software products company offering innovative and value-driven Software-as-a-Service (SaaS) based solutions to the hospitality and online travel industry. The company provides on-demand solutions in the area of revenue management, distribution and sales and marketing within the hospitality and travel verticals. Customers include Fortune 500 travel companies and leading online travel agents, accommodation wholesalers, hotel brands and independent hotels. The company has CMMi and ISO certifications.

RateGain is a strong, customer and employee-driven company. Ever since, it has seen rapid and consistent growth. The company is committed to identify, recruit, train and retain the best talents. The company believes in sharing the rewards of success and in nurturing an environment that encourages free and frank exchange of thoughts. The company promotes the spirit of candidness and mutual respect, with everyone determined to accomplish the best possible results. At RateGain, opportunities for continuous learning are offered to its employees.

Besides having rolled out five valuable and indispensable products for the travel and hospitality industry, RateGain has received several industry awards and recognition. With development centres based in India, RateGain has offices in the US, Spain and the UK as well. RateGain has brought ease of operation to travel sector by introducing novel strategies and products that help industry professionals in everyday tracking,

32 www.rategain.com
updating, analysing and smart decision-making. The clients include a variety of travel, tourism and hospitality industry professionals to whom it has been delivering 200 million rates and half a billion inventory updates each year. The clients include not only independent hotels, chains and brands but also e-retail clients like online travel agents, wholesalers, tour operators, car-rentals, airlines and cruise lines. RateGain has 5500 hospitality clients from all major regions of the world.

Intended as a software products company for the global travel industry, RateGain has now catapulted itself to product development organisation for the web age business requirements with a main focus on innovation. RateGain has been adding evolved SaaS based products into its kitty, over the last five years and aims to expand its suite of products by broad-basing them for multiple consumer facing industries.

RateGain has topped the Deloitte list of fastest 50 technology companies from India in 2007 as well as ranking 16 on the fastest 500 Asia-Pacific. It reappeared again as second and fiftieth respectively in 2008 and made it to both the lists for the 3rd consecutive year in 2009. RateGain featured as “Emerging Company” by NASSCOM in August 2008 and winner in Deloitte’s Technology Fast 50 India 2010 List.

4.26 Quark

Founded in Denver, Colorado, in 1981, with a vision to create software that would lay the foundation for modern publishing and to continuously innovate in desktop publishing, Quark today leads the dynamic publishing market. Quark is dedicated to developing design and publishing software. For 30 years, Quark has delivered on its mission to be a leading provider of publishing software and solutions for customers of all sizes, whether professional designers, small and mid-sized businesses, or large organisations.

In 1987, Quark introduced its flagship software - QuarkXPress, delivering precision typography, layout, and color control to the desktop computer to change the way people publish around the world. By 1990, QuarkXPress 3 had become the software

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33 www.quark.com
of choice for publishers worldwide. With the 1997 release of QuarkXPress 4, QuarkXPress quickly became the world’s most widely used professional page-layout software.

Quark expanded on its publishing foundation in 1992 with Quark Publishing System, introducing client/server-based publishing software to connect designers, writers, editors, and other contributors to the publishing process through collaborative workflows. The 2001 release of QuarkXPress Server ushered in a high-performance publishing engine that fused automation with professional design, helping organisations produce compelling communications across the Web and in automated publishing processes to produce high-impact catalogs, on-demand custom sales literature, localised advertisements, design-rich database publishing, personalised direct mail, and more.

With Quark Promote, the company is extending more than 30 years of expertise in design and publishing to give owners and employees of small and mid-sized businesses an easy and professional way to affordably promote their products and services. Moreover, through QuarkPromote.com (an online marketing solution for SMBs), it is connecting an entire community of publishing and design experts with small and mid-sized businesses for mutual success.

From its headquarters in Denver, across Europe, the Americas, and Asia, Quark provides design and publishing software to more than three million users in over 160 countries. Employees on three continents give Quark a global perspective. Quark products are designed and developed by collaborative teams working in locations from software development centers in Denver, Colorado, and Chandigarh, India. Quark’s campus at Mohali, Punjab rivals the best in the industry worldwide. The landmark building is a symbol of creativity and technical sophistication and has every conceivable facility within its walls. Quark’s largest research and development center worldwide is located here. In 2010 Frost & Sullivan awards Quark the Global Product Line Strategy of the Year for Dynamic Publishing Solutions.
4.27 Soft Prodigy System Solutions Pvt. Ltd.\textsuperscript{34}

Soft Prodigy, established in 2006, is an ISO 9001:2008 certified, 100% Export Oriented software development Unit (EOU) registered with NASSCOM and Software Technology Parks of India (STPI, Mohali). Soft Prodigy is an award winning design and development organisation with expertise in outsourced product development and custom software development services that use latest open source and Microsoft technologies. Soft Prodigy customises business solutions for the small and medium enterprises as well as develops rich internet applications like HD on-demand, live streaming applications and e-Commerce applications with social media integration.

Soft Prodigy has a strong value culture and belief that ethics and values in business are the foundation for a strong and long-term business relationship. The values at Soft Prodigy include: providing excellence in IT services to its clients, building a trust-based relationship, upholding impeccable business ethics, insisting upon open and honest communication, building a company that people want to work for long term, actively supporting personal and career growth for its employees while promoting a balanced lifestyle and finally making positive contributions to the community and environment.

With proven success in software development and consulting solutions, Soft Prodigy is the offshore development office of a diverse client base (From Fortune 500 companies to small and medium enterprises to individual entrepreneurs), providing them business solutions in different areas. Soft Prodigy possesses an elite team of more than 100 software development professionals. Soft Prodigy has served over 250 industry leaders across the globe.

With well-defined processes, a proven quality management system, on-time deliveries and a top-notch human capital at its disposal, Soft Prodigy continues to add superior value to its customers. It offers services using onsite, offsite and offshore models for full spectrum of services in consulting, software development, customisation, system integration, implementation, training, technology support and maintenance across

\textsuperscript{34} www.softprodigy.com
market verticals. Highly mature processes and systems are in place at Soft Prodigy, which enable it to deliver a high-quality product, on-time and within the budget. The company uses in-house Project Management System for project management/online collaboration and follows the agile software development methodology. Soft Prodigy offers its clients technological solutions and consulting services in the following areas: Web application development, enterprise solutions, open source consulting and implementation, quality assurance, SOA and Web services, and Web 2.0.

4.28 Intuit Technology Services Pvt. Ltd.\textsuperscript{35}

Intuit Inc. is a leading provider of business and financial management solutions for small and mid-sized businesses, financial institutions including banks and credit unions, consumers and accounting professionals. Intuit Inc. is ranked as the No. 1 Most Admired Software Company on the Fortune magazine World’s Most Admired Companies list. Intuit was founded in 1983 with a commitment to integrity and fair play. As the company grew, employees wanted to preserve the spirit of the principles they had already embraced as a written legacy for the future. In 1993, it shut down for a day so all employees could gather to brainstorm how to clearly define its vision, mission and operating values. Ideas were gathered and refined over the next few months by employee teams and formalised as its operating values which are integrity without compromise, doing right, respect and trust people, find the best people to hire and the best ideas to adopt, continually improve processes, create an environment that encourages people to speak openly, teams work, and care for the people.

Intuit in India started its operations in 2005 and currently has over 250 professionals working with it. For eight years in a row, Intuit has been ranked by Fortune Magazine as one of the 100 Best Companies to Work For.

4.29 SAS Institute (India) Pvt. Ltd.\textsuperscript{36}

SAS is one of the largest software companies in the world. With consistent revenue growth and profitability since 1976, SAS has the depth of resources to sustain

\textsuperscript{35} www.intuit.in
\textsuperscript{36} www.sas.com
excellence in product development and customer support. SAS solutions are used at 50,000 sites in 108 countries including 96 of the top 100 FORTUNE Global 500 companies.

SAS Institute (India) Pvt. Ltd. is a wholly owned subsidiary of SAS Institute Inc. SAS India operations are headquartered in Mumbai with regional offices in Bangalore, New Delhi and Pune. SAS has been in India since 1997 and consists of a team of over 500 highly-qualified technology and domain experts. The mission at SAS is to deliver superior analytics software and services that empower people with the power to make the right decisions. With over a decade of its existence in India, it has helped leading brands across industries. The focus of the company is to provide organisations the ability to glean greater value from one of the most important assets, the large volume of information that is collected and maybe not fully appropriated.

SAS R&D India (Pvt.) Ltd., a wholly owned subsidiary of SAS Inc., headquartered in Pune, has been established as a key development center for research and development of products and solutions of SAS. The India office, being the largest R&D office outside the US, has been focused on developing strategic products and solutions of SAS over the last seven years. The R&D centre in India is a key resource arm for the global SAS community and focuses on R&D and industry intelligence solutions development. SAS is recognised in the industry as the highest investor of its revenues into research and development. In India, SAS has retained its leadership position in advanced analytics market. As per IDC survey, SAS India holds 51% share of advanced analytics market.

SAS has been working with more than 50,000 customers globally. The company has a strong customer base in India with more than 180 installations across vertical industry segments in the country, that include organisations like Max New York Life, ICICI Bank, HDFC Bank, National Insurance Company, Vodafone, RBI, Maruti Suzuki, and Reliance Energy to name a few.

To complement its solution offering, SAS India has built a network of partnerships. SAS India has consulting alliances with, PricewaterhouseCoopers (PWC), Delloitte,
TCS, Hexaware and Wipro Limited. Global hardware alliance partners of SAS include Hewlett Packard, Sun Microsystems, Accenture and IBM.

SAS India is crowned as one of the top 10 companies to work for by the coveted “Great Places to work Institute” in 2010. In addition, SAS has been ranked as the No. 1 company to work for by Fortune “100 Best Companies to Work For” list. Frost & Sullivan has named SAS as the 2009 Business Intelligence Vendor of the Year in Asia Pacific.

4.30 Sonata Software Ltd.37

Sonata Software, headquartered in Bangalore, is a leading provider of IT consulting and software services globally. The management of Sonata defines it as the company with a local face and global capabilities. Incorporated in 1994, with a customer base spread across the globe, Sonata has offices in the US, Europe, Middle-East and the Asia-Pacific. Sonata’s services range from IT consulting to product engineering services, application development, application management, managed testing, business intelligence, infrastructure management, packaged applications and travel solutions. Sonata has an employee base of over 2,800.

The mission of the company is to provide IT solutions globally, enhancing competitive advantage of customers, founded on contemporary technologies, and practices, innovation, empowered people and enduring relationships. The company believes that employees at Sonata, or Sonatians as they like to be called, are its biggest assets. Core of Sonata’s business philosophy is “Think Customer”.

Sonata has 8 development centres (4 in Bangalore, 1 in Hyderabad and 3 Data Centers in Germany). Built around the latest technologies, Sonata’s Centers of Excellence (CoEs) are focused on proactively building competencies and providing cutting-edge solutions. Sonata’s CoEs focus on tracking technologies, developments and trends in relevant areas. They aim at benchmarking customer industries to enable them to derive best benefits in each sphere. The CoEs establish, sustain and grow strategic

37 www.sonata-software.com
technology alliances, at the same time enhancing skill pool of resources. Sonata’s stated mission of providing solutions and services built upon contemporary technologies and practices has led to ongoing partnerships and collaboration with leading global IT players such as Microsoft, Oracle, IBM, Microfocus and HP. These alliances are focused investments, approached through a ‘Competency Center’ model for each principal. The ‘Competency Center’ showcases specific industry solutions, develops ‘Proof-of-Concept’ for customers and jointly, with each of the partners, evolves a roadmap for solution implementation. Sonata is Microsoft and SAP Gold Certified Partner, Oracle Platinum Partner and IBM Business Partner. Sonata’s innovative relationships span from pure software alliances to solution-based alliances.

Sonata has established high levels of process maturity. Sonata’s Software Engineering Process Group (SEPG) focuses on continuous improvements in the systems and processes of software development and solution implementation. Knowledge creation, management and sharing are key facets of this focus on quality. Sonata aspires to grow a set of re-usable components, frameworks, practices and knowledge-base to proactively reduce the delivery time of its solutions.

As per the industry rankings released by NASSCOM for 2009-10, Sonata Software figured among the Top 20 IT Software Services Exporters in India for the third consecutive year. Sonata Software has also been ranked Global No. 2 in the 2008 Top Ten ESO: Outsourced Software Development in The Black Book of Outsourcing.

4.31 Prithvi Information Solutions Ltd.\textsuperscript{38}

Prithvi Information Solutions is a professionally run global organisation providing IT solutions, consulting and engineering solutions. Prithvi began its operations in the year 1998 with its registered office in Hyderabad, India and US head office located in Seattle. Prithvi’s global network of development centers and sales offices are in Europe, Middle East and Asia Pacific.

\textsuperscript{38} www.prithvisolutions.com
Prithvi operates under five strategic business units jointly addressing a wide spectrum of clients for healthcare, retail, BFSI and telecom markets. Company’s services range from consulting to comprehensive project implementation. The company has a policy to achieve best quality of service by constantly examining and measuring the processes. Prithvi has a pool of over 2,600 professionals and serve clients in Fortune 500 category across the globe. Prithvi’s vision is to create a knowledge based global organisation in IT sector offering the best in software solutions, services and products that exceed customer expectations. The mission of the company is to be the most sought after organisation for its customers, associates, partners and investors while fulfilling its social responsibilities and following a practice of aligning the organisation’s goals with the individual goals of all its stakeholders.

Prithvi is a CMMi Level 3 and ISO-9001 and ISO/IEC 27001:2008 certified company. The company follows an approach of aligning the Six Sigma methodology with CMMI. The entire development process is mapped to the five stages of the Six Sigma methodology. It has stringent toll gate reviews at each stage. The company is also BS779 information security compliant and HIPAA network security compliant organisation. A dedicated Network Computing Group manages the technology infrastructure requirements for Prithvi and its clients 24 X 7 basis. Suggestions for improvements and analysis of process performance drive the process improvements in the company. The Prithvi Quality Initiative brings under one umbrella all the improvement initiatives: CMM Level 5 for the core processes, Six Sigma Cross Functional Process Mapping (CFPM) for cross functional processes supporting the core processes and Project Management Institute’s framework for the management processes. Prithvi adopts a process-oriented approach to project execution, based on TQM concepts, to meet its quality goals.

Prithvi Information Solutions has selective strategic alliances and partnerships with Microsoft, SAS, Sybase, Oracle, IBM and 3Com. Prithvi has been ranked 12th among “Top 20” Software and Services Exporters in India, 2008-2009 by NASSCOM.