CHAPTER - IV

OVER VIEW OF ORGANIZATIONS

Indian IT Industry

The IT sector has been playing an important role in the economic development of the country. Over a very short period of time, IT sector in India has achieved growth due to continuous support from the government. Resultantly, the IT organizations spread throughout the India and thereby are playing a dominant role in spurring development and growth of the economy. This chapter provides the origin and growth of IT sector in India along with their role in the changing scenario. It also includes an overview of the select IT organizations under study.

India's IT Services industry could be traced to Mumbai in 1960’s with the establishment of Tata Group in partnership with Burroughs. The Indian Government acquired the EVS EM computers from the Soviet Union, which were used in large companies and research laboratories. In 1968 Tata Consultancy Services—established in SEEPZ, Mumbai by the Tata Group—were the country's largest software producers during the 1960s. As an outcome of the various policies of Jawaharlal Nehru (office: 15 August 1947 – 27 May 1964) the economically beleaguered country was able to build a large scientific workforce, third in numbers only to that of the United States of America and the Soviet Union.

Relaxed immigration laws in the United States of America (1965) attracted a number of skilled Indian professionals aiming for research. In 1960 as many as 10,000 Indians were estimated to have settled in the US Kapur (2006) By the 1980s a number of engineers from India were seeking employment in other countries. In response, the Indian companies realigned wages to retain their experienced staff. The Encyclopedia of India, Kamdar (2006) reports on the role of Indian immigrants (1980 - early 1990s) in promoting technology-driven growth.
During 1977-1980 the country's Information Technology companies Tata Infotech, Patni Computer Systems and Wipro had become visible. The 'microchip revolution' of the 1980s had convinced both Indira Gandhi and her successor Rajiv Gandhi that electronics and telecommunications were vital to India's growth and development. MTNL underwent technological improvements. During 1986-1987, the Indian government embarked upon the creation of three wide-area computer-networking schemes: INDONET (intended to serve the IBM mainframes in India), NICNET (the network for India's National Informatics Centre), and the academic research oriented Education and Research Network (ERNET). In 1991 Software Technology Parks of India (STPI) was created, being owned by the government, could provide VSAT communications without breaching its monopoly. In 1993 the government began to allow individual companies their own dedicated links, which allowed work done in India to be transmitted abroad directly.

The Indian economy announced economic reforms in 1991, leading to a new era of globalisation and international economic integration. Economic growth of over 6% annually was seen during the period of 1993-2002. The economic reforms were driven in part by significant the internet usage in the country. The new administration under the then Prime Minister of India, Atal Bihari Vajpayee—which placed the development of Information Technology among its top five priorities—formed the Indian National Task Force on Information Technology and Software Development.

Wolcott & Goodman (2003) report on the role of the Indian National Task Force on Information Technology and Software Development revealed produced the report within 90 days of its establishment on the state of technology in India and an IT Action Plan with 108 recommendations. The Task Force could act quickly because it built upon the experience and frustrations of state governments, central government agencies, universities, and the software industry. Much of what it proposed was also consistent with the thinking and recommendations of international bodies like the World Trade Organization (WTO), International Telecommunications Union (ITU), and World Bank. In addition, the Task Force incorporated the experiences of Singapore and other nations, which implemented similar programs. It was less a task of invention than of sparking
action on a consensus that had already evolved within the networking community and
government. The New Telecommunications Policy, 1999 (NTP1999) helped further
liberalize India's telecommunications sector. The Information Technology Act 2000
created legal procedures for electronic transactions and e-commerce.

Throughout the 1990s, another wave of Indian professionals entered the United States.
The number of Indian Americans reached 1.7 million by 2000. This immigration
consisted largely of highly educated technologically proficient workers. Within the
United States, Indians fared well in science, engineering, and management. Graduates
from the Indian Institutes of Technology (IIT) became known for their technical skills.
The success of Information Technology in India not only had economic repercussions but
also had far-reaching political consequences. India's reputation both as a source and a
destination for skilled workforce helped it improve its relations with a number of world
economies. The relationship between economy and technology—valued in the western
world—facilitated the growth of an entrepreneurial class of immigrant Indians, which
further helped aid in promoting technology-driven growth. India is now one of the
biggest IT capitals in the modern world. The share of IT (mainly software) in total
exports increased from 1 percent in 1990 to 18 percent in 2001. IT-enabled services such
as back office operations, remote maintenance, accounting, public call centers, medical
transcription, insurance claims, and other bulk processing are rapidly expanding. Indian
companies such as TCS, Wipro, and Infosys may yet become household names
around the world.

Currently, Bangalore is known as the Silicon Valley of India and contributes 33% of
Indian IT Exports. India's second and third largest software companies are head-quartered
in Bangalore, as are many of the global SEI-CMM Level 5 Companies. Mumbai too has
its share of IT companies that are India's first and largest, like TCS and well established
like Reliance, Patni, LnT Infotech, i-Flex, WNS, Shine, Naukri, Jobspert etc are head-
quartered in Mumbai and these IT and dot com companies are ruling the roost of
Mumbai's relatively high octane industry of Information Technology.
Table 4.1 - India's IT industry (USD bn)

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<tr>
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<tbody>
<tr>
<td>IT Services</td>
<td>10.4</td>
<td>13.5</td>
<td>17.8</td>
<td>23.7</td>
</tr>
<tr>
<td>- Exports</td>
<td>7.3</td>
<td>10.0</td>
<td>13.13</td>
<td>18.1</td>
</tr>
<tr>
<td>- Domestic</td>
<td>3.1</td>
<td>3.5</td>
<td>4.5</td>
<td>5.6</td>
</tr>
<tr>
<td>ITES-BPO</td>
<td>3.4</td>
<td>5.2</td>
<td>7.2</td>
<td>9.5</td>
</tr>
<tr>
<td>- Exports</td>
<td>3.1</td>
<td>4.6</td>
<td>6.3</td>
<td>8.3</td>
</tr>
<tr>
<td>- Domestic</td>
<td>0.3</td>
<td>0.6</td>
<td>0.9</td>
<td>1.2</td>
</tr>
<tr>
<td>Engineering services, R&amp;D and</td>
<td>2.9</td>
<td>3.9</td>
<td>5.3</td>
<td>6.5</td>
</tr>
<tr>
<td>Software products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Exports</td>
<td>2.5</td>
<td>3.1</td>
<td>4.0</td>
<td>4.9</td>
</tr>
<tr>
<td>- Domestic</td>
<td>0.4</td>
<td>0.7</td>
<td>1.3</td>
<td>1.6</td>
</tr>
<tr>
<td>Hardware</td>
<td>5.0</td>
<td>5.9</td>
<td>7.0</td>
<td>8.2</td>
</tr>
<tr>
<td>Total IT industry</td>
<td>21.6</td>
<td>28.4</td>
<td>37.4</td>
<td>47.8</td>
</tr>
<tr>
<td>- Exports</td>
<td>13.4</td>
<td>18.2</td>
<td>24.1</td>
<td>31.9</td>
</tr>
<tr>
<td>- Domestic</td>
<td>8.3</td>
<td>10.2</td>
<td>13.2</td>
<td>15.9</td>
</tr>
</tbody>
</table>

[Source:NASSCOM]
Table 4.2 - The major IT Hubs in India are:

<table>
<thead>
<tr>
<th>Ranking</th>
<th>City</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Bangalore</td>
<td>Popularly known as the capital of the Silicon Valley of India is currently leading in Information Technology Industries in India.</td>
</tr>
<tr>
<td>2</td>
<td>Chennai</td>
<td>Famously known as &quot;Gateway of South India&quot;, it is the second largest exporter of Software.[15]</td>
</tr>
<tr>
<td>3</td>
<td>Hyderabad</td>
<td>Hyderabad which has good infrastructure and good government support is also a good technology base in India.</td>
</tr>
<tr>
<td>4</td>
<td>Pune</td>
<td>Pune, a major industrial town, hosts numerous multinational and national software giants along with BPO and KPO firms. World class SEZs like Hinjawadi IT park and Magarpatta city give Pune a distinct advantage. The city is a major educational hub and churns out thousands of technocrats every year.</td>
</tr>
<tr>
<td>5</td>
<td>Kolkata</td>
<td>Kolkata which is slowly becoming a major IT hub in near future. Some of the well known technological corporations are si</td>
</tr>
<tr>
<td>6</td>
<td>NCR</td>
<td>The National Capital Region of India comprising Delhi, Gurgaon, Faridabad, Noida, Greater Noida and Ghaziabad are having ambitious projects and are trying to do every possible thing for this purpose.</td>
</tr>
<tr>
<td>7</td>
<td>Mumbai</td>
<td>Popularly known as the commercial, entertainment, financial capital of India, This is one city that has seen tremendous growth in IT and BPO industry, it recorded 63% growth in 2008.[16] TCS, Patni, LnT Infotech, I-Flex WNS and other companies are headquartered here.</td>
</tr>
<tr>
<td>8</td>
<td>Bhubaneshwar</td>
<td>The capital City of Odisha India, Bhubaneswar is one of the emerging IT City in India. Hosting all four major Indian IT company: Infosys , Satyam, TCS and Wipro. Have IT SEZ on Infocity-I and new SEZ is going to start on Infocity-II. There are many Large, Mid and Small It companies present in this City from last 2 decades.</td>
</tr>
</tbody>
</table>

The Indian software industry has grown from a mere US $ 150 million in 1991-92 to a staggering US $ 5.7 billion (including over $4 billion worth of software exports) in 1999-2000. No other Indian industry has performed so well against the global competition.
The annual growth rate of India’s software exports has been consistently over 50 percent since 1991.

**Role of Software Industry in Developing the Indian Economy** - The success of software industry in India was instrumental in driving the economy of the nation on to a rapid growth rate. As per the study of NASSCOM-Deloitte, the contribution of IT/ITES industry to the GDP of the country has soared up to a share of 5% in 2007 from a mere 1.2% in 1988. Besides, this industry has also recorded revenue of US $ 64 billion with a growth rate of 33% in the year 2008. The export of software also has grown up, which has been instrumental in the huge success of the Indian software companies as well as the industry. Software exports from India accounts for more than 65% of the total software revenue.

There are number of reasons why the software companies in India have been so successful. India is the hub of cheap and skilled software professionals, which are available in abundance. It helps the software companies to develop cost effective business solutions for their clients. As a result Indian software companies can place their products and services in the global market in the most competitive rates. Today, India exports software and services to nearly 95 countries around the world. The share of North America (U.S. & Canada) in India’s software exports is about 61 per cent. In 1999-2000, more than a third of Fortune 500 companies outsourced their software requirements to India.

NASSCOM’s survey during 1999-2000 indicates a reversal in the mode of services offered by India. In 1991-92, offshore services accounted 5 per cent and on-site services 95 % of the total exports. However, during 1999-2000 offshore services contributed over 40 percent of the total exports. According to a NASSCOM-McKinsey report, annual revenue projections for India’s IT industry in 2008 are US $ 87 billion and market openings are emerging across four broad sectors, IT services, software products, IT enabled services, and e-businesses thus creating a number of opportunities for Indian companies. In addition to the export market, all of these segments have a domestic market component as well.
Major Trends

- Figure 4.1 - Trends in Hiring

The bar chart shows that the recruitment of engineers and IT professionals in the industry is growing at the compound annual rate of 14.5% approximately. In the FY06, the direct employment in the IT-ITES sector was 1.3 million people and the indirect employment was 3 million approximately.

- Trends in salary hikes along with abundant growth opportunities, IT sector is one of the highest paying sectors. The average increase in salary in IT sector across the levels was around 16% and the average increase in the ITeS BPO sector across the levels was in between 16%-18%

Requisites for balanced salaries -

- End to poaching
- Review of compensation according to the skills
- Developing talent in-house
- Entry of talented freshers in the industry

Information technology (IT) professionals are back in demand with the revival in global economies. And with that, voluntary attrition rates of tech services firms have also started soaring. Here are some attrition percentages for some of the vendors as per the last quarterly report (End of Dec 2009). Table 4.2 shows the attrition rates of the company.
Table 4.3: Attrition percentage in some of the IT companies.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Attrition %</th>
<th>Employee strength</th>
<th>Net addition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infosys</td>
<td>11.6%</td>
<td>109,882</td>
<td>44,29</td>
</tr>
<tr>
<td>TCS</td>
<td>11.5%</td>
<td>143,761</td>
<td>7,692</td>
</tr>
<tr>
<td>Wipro</td>
<td>14.3%</td>
<td>102,746</td>
<td>4,855</td>
</tr>
<tr>
<td>Cognizant</td>
<td>11.2%</td>
<td>73,400</td>
<td>10,300</td>
</tr>
<tr>
<td>Genpact</td>
<td>23%</td>
<td>38,600</td>
<td>2,400</td>
</tr>
<tr>
<td>WNS</td>
<td>31%</td>
<td>21,392</td>
<td>149</td>
</tr>
<tr>
<td>Syntel</td>
<td>11.2%</td>
<td>12,567</td>
<td>1,080</td>
</tr>
<tr>
<td>Igate</td>
<td>24%</td>
<td>6,910</td>
<td>530</td>
</tr>
<tr>
<td>HCL Technologies</td>
<td>12.8%</td>
<td>55,688</td>
<td>1,691</td>
</tr>
<tr>
<td>EXL Services</td>
<td>22.6%</td>
<td>10,736</td>
<td>243</td>
</tr>
</tbody>
</table>


As the economy is beginning to revive, the challenges the IT organizations face are primarily attracting and retaining the staff. Information technology (IT) professionals are back in demand with the revival in global economies. And with that, voluntary attrition rates of tech services firms have also started soaring. The current attrition rates of the biggest IT players is Wipro - voluntary attrition rate for global IT services shot up to 17.1% from 8.4% in the first quarter. TCS - 11.8 per cent. Infosys' attrition rate has gone up to 13.4% in the March quarter from 11% a year ago. HCL Technologies too sees a high attrition level at nearly 14 per cent. (Economic Times, 2010)

This study broadly examined the competency management as a tool of talent management in the Indian IT organizations. The researcher took a sample of 33 organizations from a population of 184 organizations registered with Nasscom were selected for the study. These comprised 26 software companies of Indian origin and 7 companies are multinationals. The profile of the organizations under study are given below
Profile of the organizations under study

1. Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services. Cognizant single-minded passion is to dedicate the global technology and innovation know-how, the industry expertise and worldwide resources to working together with clients to make their businesses stronger. With over 50 global delivery centres and approximately 88,700 employees as of June 30, 2010, we combine a unique global delivery model infused with a distinct culture of customer satisfaction. A member of the NASDAQ-100 Index and S&P 500 Index, Cognizant is a Forbes Global 2000 company and a member of the Fortune 1000 and is ranked among the top information technology companies in Business Week’s Hot Growth and Top 50 Performers listings. Cognizant is a global IT services and business process outsourcing solutions provider headquartered in Teaneck, N.J. Cognizant was founded in 1994 as an IT development and maintenance services arm of The Dun & Bradstreet Corporation. The company was spin-off as an independent organization two years later. Since 1996, Cognizant has worked closely with large organizations to help them build stronger, more efficient, and more agile businesses. By leveraging highly flexible business processes, a seamless global delivery network and deep domain expertise, Cognizant delivers a better “return on outsourcing.” Cognizant was one of the first IT services companies to organize 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. From its founding, Cognizant was built with a global mindset. With headquarters in the U.S. and 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 to be the preferred global services partner across industry. Because clients see globalisation as a key element to their success, our “born global” heritage is viewed as a significant market advantage.
Portfolio of Services - Across each business segment, Cognizant provides a broad and expanding range of information technology consulting and business processing outsourcing services, including: Project-based application services. Business and technology consulting Complex systems integration Application outsourcing Business process outsourcing IT infrastructure outsourcing Analytics, Business Intelligence, CRM, Data Warehousing and Supply Chain Management, Engineering Management Solutions, ERP, Testing Solutions

Key Highlights - Unique blend of onsite/offshore resources of app. 88,700 passionate professionals Strong relationships with 662 active customers worldwide; 46 of Fortune 100 Enhanced domain focus through sub verticalization. More than 90% of annual revenue from existing clients Proactive solutions offerings for improving operational efficiency, complying with industry regulations, and improving customer service levels

Recognized as a Leader - The passion for building stronger businesses is consistently recognized by independent sources and clients. Recent accolades include: Cognizant Tops Equa Terra's Performance and Client Satisfaction Rankings in Europe (August 2010) Cognizant Ranks among Top Performers in Bloomberg Business Week 50 (June 2010) Cognizant Ranks among Bloomberg Business Week's Tech 100 (June 2010) Cognizant ranked among Forbes fastest growing 25 Tech Companies (April 2010) Named as best IR company in computer services & IT consulting category by Institutional Investor (February 2010) A Pas The greatest tributes by far are those Cognizant gets from our customers, who choose to partner with Cognizant and entrust us with critical aspects of their businesses. Global 2000 clients select Cognizant because our passion and professionalism provides strong competitive advantage in their “race for the future.” It’s a race Cognizant is passionate about helping clients win.

A Passionate Focus on Client Needs - Cognizant, is proud to have built a culture attuned to anticipating and understanding our clients’ needs, and then working in close partnership with them to make their businesses stronger —more productive, more profitable, more capable of capturing market opportunities — and thus more valuable.
Our unique Two-in-a-Box™ client-relationship model offers greater customer intimacy, speed of delivery, local decision-making, and responsiveness, which has helped Cognizant 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. By working closely with our clients’ leadership teams, we gain better insights for providing the best possible IT-enabled solutions to their business challenges.

**Passion for Specialized Expertise** - To meet the specialized needs of each client, Cognizant has continued to invest in deepening our industry-specific organizational capabilities and delivery excellence. We 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 has a global delivery platform that supports an onsite/offshore model that meets clients’ needs 24/7. Cognizant service delivery is powered by Cognizant 2.0, our global knowledge sharing and project management platform. Cognizant 2.0 enables the 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 our project teams, enabling them to work faster and more efficiently solving IT and business challenges. In a typical client engagement, our team members located at the customer’s place of business handle approximately 25-30% of the workload. The balance is performed at one of over 50 global delivery centers around the world. At a time when companies across the globe are relentlessly striving to compete better, move faster, and fight harder, leading organizations across various industries — from financial services and healthcare through manufacturing, media, retail, utilities, and telecommunications — are partnering with Cognizant to continuously elevate the business value of their IT assets and to make their businesses stronger.
Talent Worldwide - Cognizant continuously seek the “best and the brightest” while recruiting new employees, and cognizant is consistently an “employer of choice” at leading engineering and business schools around the world. Cognizant domain industry specialists have well-established backgrounds working with companies in the industries we serve.

Their teams and their talent are a principle reason that we consistently outperform the competition.

- The training and development capabilities are the best in the industry, and they emphasize process and methodology, as well as client satisfaction.
- Staff turnover is extremely low (only 10% voluntary).
- Company offers equity ownership, and it consistently received the highest employee satisfaction among Indian software companies, where it is one of the largest technology employers.

Cognizant is the only major global services company with talent organized around vertical industries and horizontal solutions, rather than regions and development centres. Company’s deep domain expertise in key vertical industries originates from the company. It now spans financial services; healthcare and life sciences; manufacturing-logistics and retail; and communications, information, media and entertainment services. Within these industries, it leverages a wide array of solution accelerators; frameworks and agile development methodologies spanning the entire technology stack to quickly and efficiently meet the business needs. Importantly, it has proprietary CMMi-Level 5 processes to successfully manage and complete the projects consistently from any of its global, regional or local delivery centres.

Cognizant Academy – Cognizant’s greatest strength is its people: their expertise and their ability to consistently deliver outstanding work. As a company and an employer, it is committed to continuous learning and giving our associates opportunities to stay current with leading-edge technologies—and to develop communication skills so that they can perform their roles effectively and efficiently. All learning programs are
conducted through Cognizant Academy, its in-house training centre. This dedicated centre offers many conventional and leading-edge educational programs for employees at all levels.

The four key educational initiatives are:

- Continuing Education offers training on a need-to-know basis and for continuous knowledge and skills upgrading
- Role-based Training
- Executive Training program which includes Effective Personal Productivity Time Management, Acculturation programs, and language programs
- Certification, both external certification programs offered by Microsoft, Sun, PMI, etc., and internal certification programs, such as those focused on IBM WebSphere, DB/2 and software engineering

In addition to internal training programs, company sends their software professionals around the world for technology or management-specific training at notable universities and colleges, including Harvard University, Indian Institute of Management, and the Indian Institute of Technology. They use conventional and leading edge learning methodologies. In addition to the formal learning in classrooms, Cognizant Academy takes learning to its employees' desktops. Company uses multi-modal learning, as well as Technology-Based Training (TBT) material.

2. Tech Mahindra

Tech Mahindra was founded in the year 1982 and was known as Satyam. Tech Mahindra (Formerly Mahindra British Telecom) is the telecommunication industry's premier partner for providing value-added software and service solutions. Tech Mahindra provides a wide variety of services ranging from IT strategy and consulting to system integration, design, application development, implementation, maintenance and product engineering. Tech Mahindra has been recognized with an ISO 9001:2000 certification, SEI-CMM Level 5 assessments and is also CMMI level 5 certified for software development processes, meeting the industry's highest standards. It has also been certified
as being BS7799 standards. The company employs nearly 30,000 employees and is headquartered in Hyderabad. Portfolio of services are telecommunication, consulting, system integration, design, application development, implementation, maintenance and product engineering.

3. Infosys

Infosys Technologies Ltd. (NASDAQ: INFY) was started in 1981 by seven people with US$ 250. Today, it is a global leader in the "next generation" of IT and consulting with revenues of US$ 5.4 billion (LTM Sep-10). Infosys defines, designs and delivers technology-enabled business solutions that help Global 2000 companies win in a Flat World. Infosys also provides a complete range of services by leveraging our domain and business expertise and strategic alliances with leading technology providers. Company 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. 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. Infosys has a global footprint with 63 offices and development centers in India, China, Australia, the Czech Republic, Poland, the UK, Canada and Japan. Infosys and its subsidiaries have 122,468 employees as on September 30, 2010. Infosys takes pride in building strategic long-term client relationships. Over 97% of our revenues come from existing customers (FY 10).

In November 2005, Infosys Technologies Ltd. (Infosys), based in Bangalore, India, was named 'The Best Company to Work for in India' by Business Today magazine in a survey conducted by Business Today. Attracting the best and the brightest and creating a milieu where they operate at their highest potential is very important. Our campus and technology infrastructure is world-class, it gives a lot of attention to training and competency building, it also has sophisticated appraisal systems, it rewards performance
through variable pay. These are all part of the same motive." Since the early 2000s, Infosys' operations had been growing rapidly across the world. The number of employees in the company also increased four-fold to 44,658 in March 2006 as compared to 10,738 in March 2001 (Refer Exhibit III for the number of employees in Infosys between 1995 and 2006).

The company believed that its key assets were people and that it was important to bring its employees on par with the company's global competitors. In spite of its rapid global expansion, Infosys retained the culture of a small company. According to Bikramjeet Maitra, Head of Human Resources, Infosys, "Company likes to maintain a smaller company touch and we have split the overall business into several smaller independent units of around 4,000 people each." Infosys was incorporated as Infosys Consultants Private Limited on July 02, 1981, by a group of seven professionals. From the beginning, it relied heavily on overseas business. One of the founders, Narayana Murthy stayed in India, while the others went to the US to carry out onsite programming for corporate clients. One of Infosys' first clients was the US-based sports shoe manufacturer Reebok.

HR Practices - Most of the HR practices of Infosys were a result of the vision of its founders and the culture that they had created over the years. The founders advocated simplicity and maintained the culture of a small company. The employees were encouraged to share their learning experiences. While recruiting new employees, Infosys took adequate care to identify the right candidates. On the qualities that Infosys looked for in a candidate, Nilekani said, "it focused on recruiting candidates who display a high degree of 'learn ability.' learn ability it meant the ability to derive generic knowledge from specific experiences and apply the same in new situations. Infosys place significant importance on professional competence and academic excellence. Other qualities it looks for are analytical ability, teamwork and leadership potential, communication and innovation skills, along with a practical and structured approach to problem solving."

Training - Training at Infosys is an ongoing process. When new recruits from colleges join Infosys, they are trained through fresher training courses. They are trained then on
new processes and technologies. As they reached the higher levels, they are trained on project management and later are sent for management development programs, followed by leadership development programs.

Infosys also conducted training programs for experienced employees. The company had a competency system in place which took into account individual performance, organizational priorities, and feedback from the clients. The Infosys Leadership Institute (ILI) was set up in 2001 to nurture future leaders in the company and to effectively manage the exceptional growth that the company was experiencing. At the Institute, the executives are groomed to handle the changes in the external and internal environment.

Culture - Infosys tried to preserve the attributes of a small company and worked in small groups, with decision-making remaining with those who were knowledgeable about particular processes. The managers played the role of mentors and used their experience to guide their team members.

Challenges - With the IT industry growing at a rapid pace, Infosys planned to recruit around 25,000 people in the financial year 2006-07, in order to maintain its growth. Though it had started hiring its workforce globally, it mainly recruited engineering graduates from India. If the industry continued to grow at a similar pace, analysts opined that companies like Infosys would not be able to find enough people, especially with several multinationals entering India and recruiting aggressively. To address this issue, Infosys started recruiting science graduates with a mathematics background to create an alternate talent pool.

Infosys delivers innovation through:

1. Infosys SETLabs undertakes research in the areas of Malleable Architecture, Pervasive Access, Flexible Processes and Personalized Information.

2. Infosys Technologies Ltd. (NASDAQ: INFY) was started in 1981 by seven people with US$ 250. Today, Infosys is a global leader in the "next generation" of IT and consulting with revenues of over US$ 5 billion.
3. Infosys defines designs and delivers technology-enabled business solutions that help Global 2000 companies win in a Flat World. Infosys also provides a complete range of services by leveraging its domain and business expertise and strategic alliances with leading technology providers.

4. Infosys service 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.

5. 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.

6. Infosys has a global footprint with over 50 offices and development centres in India, China, Australia, the Czech Republic, Poland, the UK, Canada and Japan. Infosys has over 122,000 employees.

7. Infosys takes pride in building strategic long-term client relationships. Over 97% of Infosys revenues come from existing customers.

4. WIPRO

Wipro Technologies is the No.1 provider of integrated business, technology and process solutions on a global delivery platform. Wipro Technologies is a global services provider delivering technology-driven business solutions that meet the strategic objectives of its clients. Wipro has 40+ ‘Centres of Excellence’ that create solutions around specific needs of industries. Wipro delivers unmatched business value to customers through a combination of process excellence, quality frameworks and service delivery innovation. Wipro is the World's first CMMi Level 5 certified software services company and the first outside USA to receive the IEEE Software Process Award. Wipro’s complete range of IT Services addresses the needs of both technology and business requirements to help organizations leverage leading-edge technologies for business improvement. Wipro takes charge of the IT needs of the entire enterprise. The gamut of services extends from
Enterprise Application Services (CRM, ERP, e-Procurement and SCM), to e-Business solutions. Wipro’s enterprise solutions have served and continue to serve clients from a range of industries including Energy and Utilities, Finance, Telecom, and Media and Entertainment.

Wipro’s TIS is the largest Indian IT infrastructure service provider. Wipro’s Technology Infrastructure Services (TIS) is the largest Indian IT infrastructure service provider in terms of revenue, people and customers with more than 200 customers in US, Europe, Japan and over 650 customers in India. It is powered by the expert skills of over 6,500 technical specialists and state-of-the-art BS 15000 certified infrastructure for operations support.

A phased approach towards process standardization, process optimization and process re-engineering. Wipro BPO provides a broad range of services from customer relationship management, back office transaction processing to industry-specific solutions. The key element of services delivery is an integrated approach towards providing increasing value over the entire course of our client relationships. This involves a phased approach towards process standardization, process optimization and process re-engineering.

True value from technology requires an in-depth understanding of business strategy. Today’s businesses need partners who can talk about strategy and technology in the same conversation. Wipro, believes in true value from technology requires an in-depth understanding of business strategy. Company’s cross-industry consulting services help them craft a vision for the organization and then provide a specific, practical business and technology framework that will make that vision a reality.

The consulting competencies spread across business, process, quality and technology consulting.

Company developed a model called "Extended Engineering" that leverages synergies across the value chain. As product manufacturers and platform vendors across the world strive to make better products with shorter development cycles and reduced total cost of
ownership. Wipro Technologies partner to provide comprehensive solutions in product lifecycle management and product realization. Wipro, has developed a model called "Extended engineering" that allows in leveraging synergies across the value chain and progress swiftly from concept to market.

Wipro is now the world's largest contract R&D house for telecom, auto and electronics Human Resource planning – Wipro has the first Capability Maturity Model (CMM) level 5 and version 1.1 as shown in figure 4.3 certified IT Services Company globally. Its people processes are based on the current best practices in human resources, knowledge management and organization development, giving a great focus to match changing business needs with development of employee competencies. It has a well-organized structure to deal with employee management. It has developed few models to manage these processes, which include, EPM, BPO, SaaS, Employee Contact Centre, etc.

**Figure 4.2 CMMI Staged Maturity Levels.**

- **Level 5 Optimizing**
  - Focus on continuous Process improvement.
  - Process Quantitatively Measured & controlled.

- **Level 4 Quantitatively managed**
  - Process characterized for the organization & is Proactive.

- **Level 3 Defined**
  - Process characterized for Projects and is managed.

- **Level 2 Managed**
  - Process unpredictable, poorly Controlled & Reactive.

- **Level 1 Initial**
Wipro has expertise in Six-sigma methodologies, which have been put in use to streamline and enhance existing people processes in organizations, enabling decision-making based on metrics and measurements. Talent management – Wipro offers flexible employee performance management (EPM) solutions delivered in either a BPO or Software service model that makes assessment and development easy, more and economical for the clients HR function. The EPM process includes goal management, development planning and training, etc. Talent management service spectrum covers the following aspects: Learning Technology Solutions – Technology consulting, product implementation and development, Architecture, Integration, Maintenance and production Support Services. Content Development – Product, process, domain and Technology Training Solutions, Behavioural, Soft Skills, Sales, Safety, Behavioural, Soft Skills, Sales, Safety, Compliance, ERP and Non ERP application Training Rollout, Rapid Content Development Solutions, Assessment and Certification. Consulting – Performance consulting, Learning interventions, and Training needs analysis. Training Strategy Definition, Curriculum Design, Change management. Documentation Services – Technical Writing, Technical Editing, Production, Publishing, End user documentation.

5. International Business Machines Corporation (IBM)

IBM has been present in India since 1992 (re-entry, after an exit in the 1970s). Since inception, IBM in India has expanded its operations considerably with regional headquarters in Bangalore and offices in 14 cities including regional offices in New Delhi, Mumbai, Kolkata and Chennai. Today, the company has established itself as one of the leaders in the Indian Information Technology (IT) Industry. IBM has set the agenda for the industry with 'on demand business' - a kind of transformation where an organization changes the way it operates and reduces costs; serving customers better, reducing risks and improving speed and agility in the marketplace. IBM is already working with customers to transform them into 'on demand' businesses. IBM is the only company in the world that offers end-to-end solutions to the customers from hardware to software, services and consulting. IBM Global Services is the worlds and also India's
largest information technology services and consulting provider. IGS provides the entire spectrum of customers’ e-business needs - from the business transformation and industry expertise of IBM Business Consulting Services to hosting, infrastructure, technology design and training services. IGS delivers integrated, flexible and resilient processes - across companies and through business partners - that enable customers to maximize the opportunities of an on-demand business environment.

In 2005, IBM announced the acquisition of Network Solutions Ltd., a leading infrastructure services company in India. This strategic investment enabled IBM to augment its networking and managed services portfolio of offerings in India and broaden its reach across the country. IBM the largest provider of middleware and the second-largest software business in the world offers its customers comprehensive solutions to meet their e-business requirements. IBM Software provides best-of-breed solutions for financial services, manufacturing, process, distribution, government, infrastructure and small & medium business sectors. IBM Software portfolio consists of:

Transformation and integration solutions that are built on the IBM Web Sphere middleware platform. Information leveraging solutions that are built on a portfolio of Data management (DB2) tools. - Lotus product line to help organizations leverage collective know-how. Tivoli range of products to enable organizations to manage complex technological infrastructure. Rational range of Application Development Tools to help software development houses develop applications in a structured and systematic way.

Systems and Technology Group: The portfolio of e Servers (x Series, i Series, p Series, and z Series) offer a broad range of products from entry level, mid-range to high-end servers and mainframes, presenting customers with the best technologies and practices to support their e-business infrastructure requirements. IBM has been providing leading-edge storage technology to organizations around the world for nearly half a century. IBM offers a complete portfolio of storage networking products and solutions that not only includes LTO, SAN, NAS but also IP Storage - iSCSI appliances and gateways.
IBM's Personal Computing Division acquired by Lenovo Group Limited, the leading Personal Computer brand in Asia. Lenovo will continue to be the preferred supplier of PCs to IBM and IBM will provide service and support for 5 years to Lenovo PCs. IBM Global Financing provides flexible and attractive financing and leasing programs to fund Information Technology (IT) requirements of Indian customers. IGF helps customers through greater access to the hardware, software, solutions and services essential to compete in the global marketplace.

India is an important market for IBM and the company has been making significant investments from time to time. IBM Innovation Center for Business Partners: (One among 10 facilities worldwide) Independent Software Vendors are encouraged to port their solutions on IBM platforms at this Center and develop Web based applications for Indian customers. Linux Solution Center, Bangalore: (One among 7 facilities worldwide) The center supports Business Partners and Independent Service vendors across the ASEAN / South Asia region. IBM Linux Competency Center, Bangalore: (One among only 4 facilities in Asia) This center develops standards and embedded software for open source, undertaking high-end research in the area for IBM Worldwide.

Software Innovation Center, Gurgaon: This state-of-the-art center combines IBM's global experience and technology expertise to deliver e-business solutions for Indian organizations and also the government through the e-Governance Centre. The center offers IBM’s customers a range of services including technical consultation, proof of concept and technical presentations, implementation planning, solution architecture, application design and development, deployment, and education and training. The e-Governance Centre, a part of this facility offers technology, support and infrastructure to help governments and total service providers to design, develop, test and port prototypes of e-Governance applications. India Software Lab at Bangalore and Pune: The Software Lab in India develops, enhances and supports key IBM Software products & technologies in collaboration with other IBM labs worldwide. Center for Advanced Studies at Bangalore was established at the India Software Labs to allow universities access to IBM's leading-edge product development and the supporting infrastructure, while IBM has the opportunity to work with academic leaders and researchers on research projects.
High Performance On Demand Lab in India, Bangalore – This specialized software and services lab in India to drive automation and virtualization into the increasingly complex IT infrastructures supporting the emerging economy of India. This is the first of its kind lab for IBM in India, bringing specific high-value skills to help clients in India and the surrounding region to enhance and optimise their IT resources to support the growth of their businesses. Engineering & Technology Services Center, Bangalore: This center provides technology design services for advanced chips, cards and systems to companies in India and across Asia.

India Research Laboratory, Delhi: IBM's India Research Laboratory (IRL) focuses on areas critical to expanding the country's technological infrastructure. It also has significant initiatives in Services and Sciences, Information Management, User Interaction Technologies, e-Commerce, Life Sciences, Distributed Computing and Software Engineering. Currently, IRL researchers are working on several projects like bio informatics, text mining, and speech recognition for Indian languages, natural language processing, grid computing, and autonomic computing, among others. Services Innovation and Research Centre, Bangalore: will be an extended arm of IBM's India Research Lab (IRL), headquartered in New Delhi. The Services Innovation and Research Centre (SIRC) was recently launched as an initiative that will work in close collaboration with IBM's Global Services group to develop innovative technologies and solutions that improve operational and delivery capabilities.

IBM also set up its Global Delivery Centres at Bangalore, Pune, Gurgaon and Kolkata. They deliver "best-of-breed" technology solutions to IBM customers worldwide covering middleware, e-business technologies, enterprise and web technologies, data warehousing across functional areas like Supply Chain Operation Services, Financial Management Services, Human Resource Services, Customer Relationship Management, e-Business Integration, Application Management Services. Global Business Solution Centre in Bangalore - IBM further expanded its global consulting delivery capabilities with the establishment of a first-of-a-kind Global Business Solution Centre. The centre will allow IBM's more than 60,000 consultants to collaborate and deploy reusable tools and assets in 55 key business areas such as Consumer Driven Supply Chain Optimization, Banking
Risk and Compliance and Product Lifecycle Management. Business Transformation Outsourcing Centres at Bangalore, Delhi and Mumbai: This centre handles Business Transformation Outsourcing needs of IBM customers worldwide. Some key areas of competence of this centre are Customer Contact Centres, Receivables Management, Telemarketing, Transaction Processing and Finance and Accounting. With the acquisition of Daksh eServices, one of Asia's leading business services providers, with service delivery centres in India and Philippines, IBM further enhanced the BTO service capability. With Daksh, IBM adds banking, insurance, retail, hi-tech telecommunications and travel verticals to BTO India’s service capabilities.

Partnering India - IBM shares the belief that India can unleash its true potential only through making IT available to and usable for large numbers of people. IBM's Community initiatives focus on education and children and leverage its expertise in technology to address societal issues. IBM has partnering relationships in India with a number of educational institutions. IBM has also set up an IT Centre in Mumbai in association with Victoria Memorial School for the Blind to impart IT education to visually impaired people. IBM KidSmart Early Learning program was launched to further strengthen IBM’s commitment to community in India. This is the only program in India aimed at introducing technology at the pre-school level in disadvantaged sections of society to get a head start on their academic development through the use of age-appropriate software developed by IBM. Try science is another community related program me launched, which reinvents science learning, recreates the interactive experience of onsite visits, and provides science projects as well as multimedia adventure field trips for museum visitors - primarily children, their parents and teachers.

6. KPIT Cummins Info systems

KPIT Cummins Info systems are a global IT consulting and product engineering partner to Manufacturing & Financial services organizations. It was established in the year 1990 and has its headquarter in Pune. KPIT has more than 1100 consultants working at KPIT Cummins. KPIT has been providing IT consulting and development services to customers in more than 20 countries across the world for the last 14 years. KPIT development
facilities are - 6 in Pune and 1 in Bangalore, are dedicated to different verticals that the company works in. KPIT focused on co-innovating domain intensive technology solutions for Automotive, Semiconductor & Industrial Equipment verticals to help its customers become efficient, integrated and innovative enterprises. In the last 5 years, KPIT has grown its revenue and profits at an industry-leading CAGR of around 50%. KPIT Cummins currently partners with 100+ global Manufacturing corporations including 50+ Original Equipment Manufacturers (OEMs), semiconductor companies and Tier 1s, helps them globalize efficiently & bring complex technology products and systems faster to their global markets. The employee size ranges to 4,800 with a revenue of $15,000,000.

Attrition rates - KPIT’s recruitment pool is restricted to engineers with scarce skill-sets. KPIT’s ability to sustain future growth acutely depends on its ability to develop, retain and recruit human capital. The employee strength is 5300, attrition rates stood at 23% during Q1FY11 and, going forward, with the recession easing off.

7. Zensar Technologies

Zensar Technologies is a globally focused software and services company spread across eighteen countries across the world. Zensar provides end-to-end services from IT development to Business Process Outsourcing, from consulting to implementation. With more than 5300 associates and sales and operations presence across US, UK, Germany, Sweden, Finland, Middle East, South Africa, Hong Kong, Singapore, Australia, Japan and Poland, the Company delivers comprehensive services in mission-critical applications, enterprise applications, e-business, BPO Services. The company employs nearly 5,300 employees and the revenue is $199,000,000. The company is headquartered at Pune.

8. BMC

BMC Software India Private Limited engages in the design, development, maintenance, and support of enterprise software products and solutions. It provides enterprise management solutions, including enterprise systems, applications, and
databases and service management. The company was founded in 2001 and is based in Pune, India. BMC Software India Private Limited operates as a subsidiary of BMC Software. Business Runs on IT. IT Runs on BMC Software. Business thrives when IT runs smarter, faster and stronger. That’s why the most demanding IT organizations in the world rely on BMC Software across both distributed and mainframe environments. Recognized as the leader in Business Service Management, BMC offers a comprehensive approach and unified platform that helps IT organizations cut cost, reduce risk and drive business profit. BMC revenue by the end of June 30, 2010 was approximately $1.92 billion. BMC's portfolio of Business Service Management (BSM) solutions delivers a comprehensive approach and unified platform for managing IT. BMC offers solutions across entire IT organization - mainframe to distributed systems, physical to virtual, operations to support. The employee strength is around 6000.


UBICS, Inc., a global provider of integrated IT and BPO services, is an affiliate of The UB Group, a diversified business conglomerate with over $2 billion global revenue. Intellectual insight on emerging business trends and market forces that shape businesses has helped us apply domain expertise and technological advancements to develop flexible, efficient, and cost-effective solutions for organizations world over. UBICS’ offers cutting-edge technological IT products staff augmentation co-managed IT services BPO / KPO, contact center and infrastructure management services strategic IT Solutions, from design to development under the onsite and offshore model. Everyone knows that Vijay Mallya is the king of good times but that he is also the CEO of an IT company is perhaps not very well known. The Indian arm of UBICS Inc, headquartered in Pittsburgh, is located in Pune. Sunil Patil, president, Global Solutions, UBICS, justifies the choice of Pune as UBICS’ India HQ. Logically, one would expect this to be Bangalore, India's software hub and also UB Group's HQ. But the quality of Pune's manpower, the low attrition rate and the proximity to the Mumbai market tilted the scale in Pune's favour and made UBICS India another jewel in Pune's IT crown.
Primarily the Pune-based UBICS India offers three lines of services: its product portfolio consists of Ventive, an e-recruitment solution as well as SeeITFirst, a streaming video solution; a KPO project from a large healthcare solutions company in US worth $1.5 mn for the current year; and, lastly a high-end IT consulting services. While the Pune HQ is involved in all three activities, offices in Bangalore and Delhi have been earmarked for consulting services and e-governance projects respectively.

The e-recruitment product, Ventive, that can automate the human supply chain in the words of Patil, has found takers like Patni, KPIT Cummins, Zensar and Texas Instruments. The streaming video product, CITFirst, that came via acquisition of a California company too boasts of clients like University of Mumbai, Integrated Child Development Services, Department of Health, Government of Maharashtra as well as an NRI Ayurved practitioner running the Ayurveda Mahavidyalaya.

On the IT consulting front, UBICS offers services like ERP, Java or Microsoft technologies maintenance for companies like Tech Mahindra, KPIT Cummins and LogicaCMG. The company has also performed the entire SAP integration for UB Group entities like the recently acquired Shaw Wallace as well as the high-flying Kingfisher Airlines. The fact that UBICS Inc. already possessed expertise in the food & beverage as well as airlines domains had definitely helped. Globally, UBICS possesses F&B clients like Papa Johns and Ajina Moto (PeopleSoft ERP implementation).

UBICS India is also providing back-office services for Kingfisher Airlines, where its offerings include call centre, fare filing, revenue accounting etc. With 70 people involved in the back office operations currently, Patil plans to double the headcount to 150 by the year-end. Subsequently, this expertise might be leveraged to offer back-office services to third-party international airlines. During 2005-06, the India operations contributed around $3mn of 22mn.

10. Zenta Private Limited

Zenta delivers end-to-end, integrated BPO solutions targeted at specific market segments within the financial services and healthcare industries, including credit card services,
mortgage processing services, accounts receivable management and healthcare revenue cycle services. Company hires leaders within these business segments to head up our business units, Zenta offers a compelling advantage over competitors. Zenta's differentiators also include quality execution across the company. Zenta is ISO-9001 certified and CMM level 3 certified. These certifications underscore its commitment to create institutionalized processes that promote high quality execution of all our solutions. In addition, Zenta is rated in the top 10 of India's fastest growing BPO companies by NASSCOM (National Association of Software and Service Companies). NASSCOM is India's premier trade body and chamber of commerce of the BPO industry.

11. Polaris Software Lab

Polaris Software Lab is a recognized global leader in providing total solutions through right mix of Consulting, Products and Outsourcing solutions to BFSI and non-BFSI Companies worldwide. Polaris Software Lab was established in the year 1993. The company offers super specialty solutions for Retail Banking, Corporate / Wholesale Banking, Investment and Private Banking, Capital Markets, insurance Micro finance through its specialty centers in India and near shore centers spread across strategic locations across the globe. Polaris global universal Banking platform "Intellect Suite" is among the worlds leading enterprise platforms for financial services built on SOA principles. Proven business components, product and platforms from Intellect are available for Core Banking, Consumer Lending, Mortgage, Cards, Investment Banking and Wealth Management, Custody, Risk Management, Trade Finance, Treasury, Cash and Liquidity Management, Portal, BPM and Multi channel integration. The company employs 11,000 employees. Attrition rate is below 10 % but for the managerial positions it is high.

12. Ramco Systems

Ramco Group, delivers enterprise software and services since 1989. Today, Ramco is a global provider with customers in 35 countries and offices in 9 countries. It employs 1600 employees and the revenue for the current year stands at 2.667 mil.
Ramco Systems develops cost effective, flexible and innovative enterprise applications that can be deployed fast. It helps businesses respond to change swiftly. The company provides solutions to multiple verticals including banking, insurance, manufacturing, supply chain, aviation, transportation and logistics, healthcare, governance, retail and more.

Ramco Systems has been certified for ISO 9001:2000 quality standards, ISO 27001 security standards and assessed at SEI CMMi - SW Level 5.

13. Peri Software Solutions

Peri Software Solutions was founded in the year 1999, PERI is a global business solutions company, which has grown to more than 700 plus employees and delivers high value cost effective technology based business solutions. PERI has deep industry expertise and a portfolio of interrelated consulting, business processes, application development along with smart-intelligent hardware and software products. PERI blends strategic design, proven technology, and timely delivery of solutions that maximize customers return on IT investment.

14. HTC Global Services

HTC Global Services is a Troy, MI, USA based IT and ITES Services Provider with operations in USA, UK, Germany, India, Australia, Singapore, Malaysia, Canada, Dubai & Hong Kong established in the year 1990 and has an employee strength of 4000. It focuses exclusively on maximizing client returns from outsourcing and off-shoring and have experience in managing large IT applications in real time. HTC Global Services experience in the business process outsourcing arena fully complements and strengthens the broad range of our service offerings and allows us to operate as an enterprise-class solution delivery company. The company solutions aim to provide high value by optimising the cost of ownership for our customers. HTC Global Services has a client base consisting of several Global 2000 organizations. Company’s commitment is to provide solutions that translate into tangible business outcomes for the customers. The Business Partner approach generates high business value for customers and rich
dividends to HTC Global services in the form of a continual stream of repeat business. The customer-centric approach is strengthened by company’s client relationship and account management process to find ways to delight the key customers and grow market share.

The onsite/offshore delivery model provides significant cost savings. HTC’s development centers are assessed at SEI CMM-Level 5, and are also ISO 9001:2000 compliant, helping the company to continually provide high value, high quality deliverables to our clients, consistently deliver to client expectations, and establish long lasting client relationships.

15. Bahwan Cybertek Pvt Ltd

Bahwan Cybertek Pvt Ltd from the fringes of the world economy became global players with organizational confidence, clear strategy, passion for learning, and the leadership to bring these factors together. With this strong belief, Bahwan CyberTek Group (BCT), established in 1999 and assessed as an SEI CMMi level 5 organisation has emerged to become a significant player in Global IT solutions and services market, and is fast emerging as a world-class business transformation company.

16. Tata Consultancy Services Ltd

Tata Consultancy Services Limited (TCS) is an information technology (IT) company. It offers a range of IT services, outsourcing and business solutions. It also offers IT infrastructure services, business process outsourcing services, engineering and industrial services, global consulting and asset leveraged solutions. Its segments include banking, financial services and insurance; manufacturing; retail and distribution, and telecom.

17. Virtusa

Virtusa Corporation (NASDAQ: VRTU) is a global information technology (IT) services company providing IT consulting, technology and outsourcing services. Virtusa focuses on delivering business results by modernizing, rationalizing and consolidating the critical applications that support its clients’ core business processes. The company uses an enhanced global delivery model, innovative software plat forming
approach and deep industry expertise to provide high-value IT services. This approach enables its clients to improve their customers’ experience, expand market reach, improve time to market and lower costs.

Virtusa serves Global 2000 companies and leading software vendors in Communications & Technology, Banking & Financial Services, Insurance, Telecommunications, and Media, Information & Entertainment industries. Virtusa has extensive experience and in-depth expertise in Business Process Management, Enterprise Content Management and Data warehouse and Business Intelligence. The company’s service offerings include technology consulting, application development and maintenance, systems integration, custom software development, product development and testing services. Founded in 1996, and headquartered in Massachusetts, Virtusa has offices and technology centers throughout the United States, Europe and Asia. The company has a staff strength of 4,850 employees.

18. Zenith Software

Zenith Software, an ISO 9001:2008 and ISO/IEC 27001:2005 certified company, provides world-class software solutions and support services to its clients using a proven onsite/offshore engagement model. Zenith Software has a decade of experience in the outsourcing and off shoring space, it is a part of the reputed Zenith Group that has business interests in the high technology industry. The Offshore Development Center is located in Bangalore. Zenith Software are also present in USA, UK and Australia.

Zenith caters to clients across industry verticals, with prime focus on Travel, Insurance and Retail segments. Our horizontal strengths include Custom Application Development and Management, E-business Solutions, Package Implementation, Data Warehousing and Testing. Zenith Software also offer IT services and BPO services under the same roof. They combine deep domain skills and competencies, honed methodologies and the experience of over 300 trained professionals to create winning solutions that deliver measurable business value. Not surprisingly, over 70% of the business is from repeat clients.
19. SPML Technologies Ltd.

SPML Technologies Ltd. is an IT company set up to provide e-payment services across the country. The company is awarded with ISO 9001:2000 certification for providing e-payment services to utility Organizations & Firms. SPML Technologies Ltd. is a subsidiary of Subhash Projects & Marketing Limited, which has turnover of Rs.4000 million having offices in Kolkata, Delhi, Bangalore, Mumbai, Jaipur, Bhopal and Guwahati. Services Installation of ATPs for Utility Payment Collections like Electricity, Water, Telephone Etc..

20. Robert Bosch Engineering and Business Solutions Limited (RBEI)

Robert Bosch Engineering and Business Solutions Limited (RBEI), is a 100% owned subsidiary of Robert Bosch GmbH, one of the world’s leading global supplier of technology and services, offering end to end engineering, IT and Business solutions. With over 6100 associates, RBEI is the largest software development center of Bosch, outside Germany. It has two development facilities in Bangalore, and a second development centre in Coimbatore.

21. Mphasis

Mphasis consistently delivers global Infrastructure Technology Outsourcing, Applications Services Outsourcing and Business Process Outsourcing services through a combination of technology know-how, domain and process expertise. Mphasis brings to their clients a credible and experienced global leadership team driving service delivery through the next generation global delivery model. It has 33,000 employees in the organization. Mphasis supports global companies around the world in the improvement of their business processes. The services are Financial Services & Insurance, Manufacturing, Healthcare, Communications, Media & Entertainment, Government, Transportation & Logistics, and Consumer & Retail industries worldwide.

22. Mind River Information Technologies
Mind River Information Technologies ("Mind River") is a specialized IT outsourcing company, headquartered in Bangalore, India. Incorporated in 2003, with clear vision to be a leader in IT outsourcing. Mind River provides cost effective solutions for deployment of in-house IT staff. MindRiver currently provides IT outsourcing services to more than 40+ clients across the globe. MindRiver provides its services via an onsite and off-site IT infrastructure support services business model through a team of highly skilled professionals. MindRiver also delivers People Consulting Services, Software Asset Management Service, Business Continuity Service, Application Management Service, Managed Security Service and ITIL Consulting Service to more than 40+ multinational clients. The staff strength is around 350 employees. MindRiver has a full fledged recruitment team to handle the challenges of recruiting and deploying hundreds of helpdesk engineers, address attrition issues, replacements etc. The senior managers of the organization have extensive experience in setting up data centres, ITSM businesses, setting up and handling helpdesks across large organizations.

23. KMG Infotech (or Key Management Group / KMG)

KMG Infotech (or Key Management Group / KMG) is a software services & consulting company engaged in providing integrated IT solutions to global insurance, banking & financial services companies. KMG Infotech was founded in the year 1990. KMG has a special niche in Property & Casualty (P&C) insurance sector. KMG has established brand equity in the Insurance domain through the range of services provided to its client base and the domain knowledge of its professionals. As a leading global software development company, KMG provides premium IT solutions using AS/400, Mainframe, Java & Microsoft technologies. In a wide-open sea of countless software development companies, KMG distinguishes itself as a company driven by excellence.

KMG’s USA offices are located in Melville in New York, Chicago in Illinois, Cincinnati in Ohio and Los Angeles in California. KMG has multiple software development centers in India (Bangalore, Delhi, Kolkata & Chandigarh with a build up area of 25,000 sq ft) to capitalize on the geographical diversity of talent force available in India. KMG has workforce of 350 professionals, which is distributed between client locations and
development centers depending on clients’ needs and work requirements. The professionals have access to world-class facilities in form of infrastructure and perform a lot of their work on clients’ systems by accessing them through high-speed, secure and redundant lines.

KMG has been rated very highly by the leading rating agencies, Dun & Bradstreet (D&B) India has given rating of 2A2- Good to KMGI. This is second highest rating assigned by D&B. NeoIT, an outsourcing consultancy firm, has rated KMG amongst Top 100 outsourcing companies in the World. KMGI has been rated amongst top 50 software companies in India as of latest (2005) Dataquest (leading Indian IT magazine) ranking less

24. JSoft Solutions Ltd.

JSoft Solutions has a staff size of 200 employees. JSoft Solutions is the IT & ITes arm of the JSW Group. Headquartered in Bangalore - India, JSoft works with companies globally in the areas of IT Consulting, Oracle applications, ERP implementation, Application Development & Maintenance, Managed Services & Business Process Outsourcing services.

25. iGATE Global Solutions

iGATE (Nasdaq:IGTE) is the first outsourcing solutions provider to offer business outcomes driven solutions through a fully integrated technology and operations (iTOPS) model with global service delivery. iGATE works with clients to optimize their businesses, secure substantial and sustainable year-on-year cost benefits, tie costs to business needs and results. iGATE provides IT Services, BPO/business service provisioning; Consulting, KPO and contact center services. The staff strength is 6250 employees. The revenue for the year 2009 was $180,000,000. iGATE addresses the following industries: Banking and Mortgage, Financial Services, Insurance, Healthcare, Retail, Manufacturing, Media and Entertainment.

The company has been assessed at CMMI Level 5, Six Sigma methodologies and is COBIT, ISO 9001 and ISO 27001 certified, ensuring the highest levels of quality and
data security. iGATE has 16 offices in 34 countries and manages global delivery centers in Mexico, Australia, Malaysia and India.

26. Citec Information India Pvt. Ltd.

Citec Information Pvt. Ltd. is one of leading solution providers in the technical communication field. Citec information Pvt. Ltd. does a thorough research, plans, prepares and performs all the tasks according to the customers’ needs. The employees are reliable and quality conscious professionals who are inspired by the challenges that the industrial customers offer.

27. Value Labs

Value Labs (www.valuelabs.com) is a global IT services company offering technology consulting, software product development, testing and knowledge process outsourcing services. The company was setup in 1997 with a vision to deliver value to clients worldwide using an effective Global Delivery Model. ValueLabs’ core competency is in building “Extended Teams” in India that are dedicated to the client, based on their specific requirements that consistently deliver quality services and in due course become a seamless extension of the client delivering clear competitive advantage beyond traditional cost-efficiencies. The employees strength of Value labs is 1500.Value Labs has been recently placed amongst the 50 best companies to work for in India, for 2009, in a study conducted to identify great workplaces across the country. The survey was conducted by The Great Place to Work® Institute (GPWI - www.greatplacetowork.com) in collaboration with The Economic Times (ET), across all companies in India, spanning various sectors and sizes, and including domestic players as well as MNCs.

28. Karvy Global Services

Karvy Global Services is a knowledge services company. Karvy Global Services provides specialist support to extend in-house analyst teams and drive clear business results. Karvy Global Services serves investment banks, insurance providers, brokerages, hedge funds, research agencies, and life settlement providers across the United States, Middle East, and Europe. The clients have found Karvy Global Services ability to scale
efforts, specialist analyst pool, and knowledge of emerging markets to be a strong advantage in the new, fast, and unpredictable world. Karvy Global Services areas of focus include equity and industry research, commodity research, technology-based workflow solutions, insurance policy & portfolio valuation, and other custom specialized services. Incorporated in 2004, and is backed by over 25 years of experience through India’s largest financial services company. Karvy Global Services has a staff strength of 100 employees. Global Services is also located in New York right opposite the raging bull and has primary global delivery center in Hyderabad, India.

29. IVY Comptech Pvt Ltd.

IVY Comptech Pvt Ltd. Based in Hyderabad is a premier provider of software products and solutions to the global online gaming industry. IVY Comptech has a remarkable management team with young, enthusiastic and passionate individuals who possess rich global experience and hail from renowned institutes across the world. IVY Comptech prides in retaining and rewarding the best talent in the industry. Currently, its employee strength is over 500 people. IVY Comptech has a dynamic, vibrant, and challenging work environment, which encourages creativity and entrepreneurship. The working philosophy fuels relentless pursuit for excellence and believes in striving to live up to the spirit of company’s principles: 1) Get the best, 2) Provide the best, 3) Expect the best and 4. Keep the best.