CHAPTER 9: MINDTREE LTD. CASE STUDY
CHAPTER 9: MINDTREE LTD. CASE STUDY

9.1 INTRODUCTION
Idea of starting this company took birth in 1998 from discussions between Subroto Bagchi, who was with Lucent and Krishna Kumar (KK) Natarajan who was with Wipro. The dream of starting the company was shared with Professor N. Balasubramanian at the Indian Institute of Management, who asked the budding entrepreneurs to write a business plan. In 1999, Anjan Lahiri who was with Cambridge Technology Partners agreed to join the team. N. S. Parthasarathy, who was with Wipro, Kamran Ozair, who was with Cambridge Technology Partners joined the founding team. Kamran was technology expert, and then joined Scott Staples, sales expert, who was also with Cambridge Technology Partners joined. Rostow Ravanar joined, finance expert, who was with Bell Lab. Kalyan Banerjee, a technology expert, who was with Wipro joined the team to make the company best knowledge repository. After Kalyan Ashok Soota joined who was then Vice Chairman at Wipro. After a formal launch of the company, S. Janakiraman (Jani), who was with Wipro joined as a founding member. Company got its first round of Venture Capital Fund.

Almost all the founders of the company came from humble background. All were employed and successful professionals. Around 2001, the company was doing e-Business implementations in US and India. The company decided to move away from only pure play e-business. The dot com burst started happening. The company wanted to increase its portfolio of service and also wanted to expand geographically. In 2001, the company decided to go for second round of funding. After the 9/11 terrorist attack, all new business came to halt for the company.

Composition of the company’s offering changes due to events around year 2001. The company move away from only enterprise and technology business to horizontal and verticals. It was decided that the enterprise business would focus on these verticals:

- Healthcare
- High-Tech
- Manufacturing
- Supply Chain

The horizontal were identified as:

- Data warehousing
• Business Intelligence
• e-business
• EAI

On the technology side, the company decided to focus on these verticals:
• Industrial Automation
• Storage
• Semi-Conductor
• Consumer Appliances
• Networking

Horizontals were:
• Hardware design
• Software engineering

Krishnakumar Natarajan (KK), MD and CEO of MindTree have over 30 years of IT industry expertise and is a well-respected personality in the Global IT sector. KK’s leadership has resulted in several happy MindTree customers from the Fortune 500 to companies who aspire to reach the list. To achieve this, KK has led by example playing key roles in the organization, such as setting up the US operations, driving expansion in Europe, Asia Pacific, and transforming IT services. Today, KK’s mission, as CEO, is to lead the company to its Billion dollar dream. KK’s philosophy of giving back to the industry has helped him being elected to the Executive Council of NASSCOM for four consecutive terms. In this role, KK is working towards strengthening India’s position in IT through key strategic global initiatives. KK is chairing the ‘Emerging Companies’ Forum, helping the Indian IT Industry build a globally competitive ecosystem comprising of both large and emerging companies. KK is also an active member of professional industry organizations such as the Manufacturer’s Association for Information Technology (MAIT) and the Confederation of Indian Industry (CII). He is a regular speaker at reputed conferences and faculty at management schools worldwide. Prior to co-founding MindTree, KK was Chief Executive of the Electronic Commerce & Financial Solutions Division at Wipro, and held several other key positions in the same organization from 1982 until 1999. During this time, KK started and grew the e-commerce division of Wipro, served as Group Vice President of human resources, and was also Chief Marketing Officer for Wipro’s IT business. The industry has honoured KK with several awards. The key ones are AIMA award for India’s best young
managing director, Bloomberg UTV’s award as the CEO of the year 2010 in the emerging company category, and Chief Executive Magazine’s recognition as one of the twelve global leaders of tomorrow. KK has a bachelor’s degree in mechanical engineering from the College of Engineering, Madras, India, and a Master’s in Business Administration majoring in marketing and systems from the Xavier Institute, Jamshedpur, India. While entrepreneurship, corporate governance and global market expansion are his professional interests, golf and travel rank high among his personal interests.

The company lost track of reaching its goal of revenues of $1 billion in the last two years FY 2009-10 and FY 2010-11. The company was aiming for this goal to achieve greater economies of scale. Crossing a ceiling of $1 billion mark can change future of the company. The company can achieve faster growth after crossing this mark. For example, Infosys had to work hard for its first billion dollars for 23 years. But surprisingly it crossed the $2 billion mark in only three years. This is what economies of scale all about. Around 2009 the company decided to use focused strategy. With focus areas, the company can compete with bigger players in those areas. For example, take software testing where the company can compete with bigger players. Now the company will have to be very careful about its positioning strategy.

The company had now revised the strategy. The objective is to gain qualitative and profitable growth. The founding team established a value chain in the software services business as

![The Software Services Pyramid]

**FIGURE 27: THE SOFTWARE SERVICES PYRAMID**

The founding team had identified differentiation parameters like:

- Domain
In 2011, the company is facing challenges like:

- Moving away from a culture-led organisation to an expertise-led
- Improve efficiency
- Develop expertise by focusing on selected areas
- Deliver profits comparable to the best in industry

The company moved from eight growth engines to two business, that is IT services and product engineering. In 2011, sixty per cent of the revenue came from IT services and 40 per cent from product engineering services.

Sector wise focus in IT services:

- Travel and transportation
- Banking, Financial Services, and Insurance (BFSI)
- Manufacturing
- Retail and media

The company is undertaking a leadership audit through a consultant and benchmarking against insiders and outsiders in the IT industry. There is also a plan to develop the brand further.

9.2 ABOUT THE COMPANY

MindTree was started in August 1999 by a diverse team of 10 professionals who came from three different nations and had already scripted successful careers. Their vision to build an institution that is among the most admired companies globally is shared with every MindTree Mind and is reflected in the way they do business.

Mission Statement

MindTree’s mission statement reinforces that their two most important stakeholders are the customers and people. There is also a correlation between all three elements as MindTree believes that Happy People lead to Happy Customers and also Innovative Solutions are a means of contributing to the success of customers.

Successful Customers
Values and Culture

What brings MindTree Minds (MindTree employees) together in building an organization that has a unique culture is the value system. Every MindTree Mind is driven by CLASS, the acronym for core values of Caring, Learning, Achieving, Sharing, and Social Responsibility. Everything MindTree is, do, and believe in revolves around CLASS values and the distinct culture that MindTree has built. The two main attributes that characterize MindTree's culture are high achievement orientation and high caring.

- In 2009, MindTree was ranked among the top 5 global R&D service providers by Zinnov Management Consulting Pvt. Ltd
- MindTree is ranked 13th in the 2009-10 NASSCOM listing of the Top 20 IT Software and Services Exporters in India (excluding BPO)
- MindTree is ranked 19th among the IT Services companies by IAOP in their annual list of the Top 100 Global Outsourcing Companies for 2009
- In 2007-08, MindTree was declared the Number 1 Most Admired Knowledge Enterprise in India by Teleos, in association with the KNOW Network
- MindTree is named among the top 100 global outsourcing companies by Global Services Media and NeoAdvisory on the 2010 Global Services 100 list. Marking its fifth consecutive year on the list, MindTree is ranked among the top vendors in 4 categories including Application Development and Maintenance (ADM); Engineering Services; IT Outsourcing; and Specialty Product Engineering.
- MindTree became the first Indian company to receive the Texas Instruments (TI) 2008 Supplier Excellence Award
- MindTree was ranked among the “Best Companies to Work for in 2005” in the Business Today-Mercer-TNS study. In 2006 and 2007, the Company finished in second place overall.
- MindTree has also been ranked in the Top 10 among “Great Places to Work” for in 2005-2007 in a study conducted by Grow Talent Company and Businessworld.
- MindTree was adjudged No. 1 Best Overall for Corporate Governance in India and 2nd in Asia in the Corporate Governance Poll 2009 conducted by Asiamoney magazine
• MindTree was ranked among the fastest growing technology companies in Asia Pacific by Deloitte Technology Fast 500 in 2009

• MindTree won the 2009 CIO award instituted by IDG India's CIO magazine that recognizes organizations that exemplify the highest level of operational and strategic excellence in IT

9.3 STRENGTHS, WEAKNESS, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

STRENGTHS
1. Founded by professionals who were already successful in their careers
2. Founders humble background
3. Award winning leaders with proven track record
4. Active involvement in industry associations like NASSCOM, CII
5. Culturally driven
6. Focusing on developing its brand further
7. Merger with Aztecsoft, developed software testing and product engineering capability and scale, provided change in composition and direction of exports
8. Identified tough economic situation in 2007-08 and changes strategies accordingly
9. Entered growth area of RIM through acquisition
10. Investment in brand development
11. Developed annuity in revenue
12. Institutionalised innovation through programs like ‘5/50’
13. Adopted different approach for each market country

WEAKNESSES
1. Initial focus on e-business
2. Late start compared to established Indian IT peers
3. Lacks scale in comparison to large Indian IT peers
4. Initial positioning as Internet consulting company
5. Lack of focus
6. Acquisition of Kyocera Wireless, the business of smart phone development was closed within a year
OPPORTUNITIES
1. Need to move from culturally driven to expertise driven
2. Focus on Indian market since early days can provide growth in domestic Indian market

THREATS
1. Plain positioning
2. Leadership for future
3. Mild focus

The primary strength of the company is its proven leaders. Now is the testing time for the company to develop right focus. The opportunities come from weakness of focus. The company can utilise the focus to develop expertise. The real threat is positioning. All this affects composition and direction of exports of the company.

9.4 INSIGHT
MindTree provides blend of technology. It is not only dependent on US market. It is also focusing on markets like Japan and India. The financial backlash of 2008 had little impact on the company. The company sets revenue targets according to functions and not geographies. Issues like HI visa had limited impact on the company. New project are coming from verticals like Banking, Financial Services and Insurance (BFSI) and Retail. The domain expertise is more in demand than the technologies. The company primarily exports services. The company was trying to explore new market locations for its established products and services between the financial years 2003-04 to 2007-08. The company conducts market research for changing composition and direction of its exports. The company uses benchmarking to certain extent.
### 9.5 COMPOSITION OF BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>FY 2006-07</th>
<th>FY 2007-08</th>
<th>FY 2008-09</th>
<th>FY 2009-10</th>
<th>FY 2010-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashok Soota - Chairman &amp; Managing Director</td>
<td>Ashok Soota - Executive Chairman</td>
<td>Ashok Soota - Executive Chairman</td>
<td>Ashok Soota - Executive Chairman</td>
<td>Mr. Ashok Soota - Executive Chairman</td>
</tr>
<tr>
<td>Dr. Albert Hieronimus - Independent Director</td>
<td>Dr. Albert Hieronimus - Managing Director</td>
<td>Dr. Albert Hieronimus - Executive Director</td>
<td>Dr. Albert Hieronimus - Executive Director</td>
<td>Mr. S. Janakiraman S. Subroto Bagchi - Executive Director</td>
</tr>
<tr>
<td>George M Scalise - Independent Director</td>
<td>Mark A Runacres - Independent Director</td>
<td>David B Yoffie - Independent Director</td>
<td>Mark A Runacres - Independent Director</td>
<td>Mr. Subroto Bagchi - Executive Director</td>
</tr>
<tr>
<td>Lip-Bu Tan - Non-Executive Director</td>
<td>Srinivasan R - Independent Director</td>
<td>Subroto Bagchi - Independent Director</td>
<td>Subroto Bagchi - Independent Director</td>
<td>Dr. Albert Hieronimus - Independent Director</td>
</tr>
<tr>
<td>Mark A Runacres - Independent Director</td>
<td>Srinivasan R - Independent Director</td>
<td>Rajesh Subramaniam - Non-Executive Director</td>
<td>Rajesh Subramaniam - Non-Executive Director</td>
<td>Dr. Albert Hieronimus - Independent Director</td>
</tr>
<tr>
<td>Srinivasan R - Independent Director</td>
<td>Srinivasan R - Independent Director</td>
<td>Srinivasan R - Independent Director</td>
<td>Srinivasan R - Independent Director</td>
<td>Mr. George M. Scalise - Independent Director</td>
</tr>
<tr>
<td>Subroto Bagchi - Chief Operating Officer</td>
<td>Subroto Bagchi - Director &amp; Chief Operating Officer</td>
<td>Subroto Bagchi - Director &amp; Chief Operating Officer</td>
<td>Subroto Bagchi - Director &amp; Chief Operating Officer</td>
<td>Mr. Mark A. Runacres - Independent Director</td>
</tr>
<tr>
<td>Vivek Kalra - Non-Executive Director</td>
<td>Vivek Kalra - Independent Director</td>
<td>Vivek Kalra - Independent Director</td>
<td>Vivek Kalra - Independent Director</td>
<td>Mr. Vivek Kalra - Independent Director</td>
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<td>Director</td>
<td>Independent Director</td>
<td>Director</td>
<td>Mr. Rajesh Subramanian - Non-Executive Director</td>
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<tr>
<td></td>
<td></td>
<td>Srinivasan R - Independent Director</td>
<td>Mr. R. Srinivasan - Independent Director</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Vittal N - Independent Director</td>
<td>Mr. N. Vittal - Independent Director</td>
<td></td>
</tr>
</tbody>
</table>

**TABLE 27: COMPOSITION OF BOARD OF DIRECTORS**
9.6 COMPOSITION AND DIRECTION OF EXPORTS

Events

<table>
<thead>
<tr>
<th>2006-07</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Initially positioned itself as Internet consulting company in 1999</td>
</tr>
<tr>
<td>• Had created hybrid model of front end consulting and backend low cost and scale from India</td>
</tr>
<tr>
<td>• Had launched IT services business first and then R&amp;D services business in communication vertical, both the businesses crashed to grinding halt after dotcom and telecom burst followed by September 11 and global recession</td>
</tr>
<tr>
<td>• Had created verticals in R&amp;D services business with consumer, industrial, and storage verticals were added to original communication vertical, invested in Intellectual Property (IP) and achieved global leadership in Bluetooth</td>
</tr>
<tr>
<td>• Had added new practices every year in IT services like Business Intelligence, ERP, mainframes, testing, infrastructure, and tech support</td>
</tr>
<tr>
<td>• Had made two small acquisitions to get IBM iSeries capabilities and enhance SAP practice</td>
</tr>
<tr>
<td>• Because of the above steps achieved excellent growth between FY 2002 to FY 2006, became the first Indian IT Services company to achieve 100 million dollars revenue in only six financial years</td>
</tr>
<tr>
<td>• Expanded geographic presence to reach 18 sales offices managed by 46 Business Development executives</td>
</tr>
<tr>
<td>• In IT services business created Manufacturing, Travel &amp; Leisure and Insurance vertical groups, Banking and Financial Services group was planned to be added in future</td>
</tr>
<tr>
<td>• Decided to exit from low margin accounts / businesses</td>
</tr>
</tbody>
</table>
• Completed transformation to an industry group aligned organisation

• Focus industries identified were:
  o For IT services
    ▪ Manufacturing
    ▪ Travel & transportation
    ▪ Banking
    ▪ Insurance
    ▪ Capital markets
    ▪ Hi-tech & multi-markets
  o R&D services
    ▪ Storage & computing systems
    ▪ Communication systems
    ▪ Automotive
    ▪ Consumer appliances & computer peripherals
    ▪ Industrial systems
    ▪ Avionics
    ▪ Multi-markets

• Acquired IC design business of TES Electronic Solutions SA which provided growth potential strength in Japanese market

• Planned merger with Aztecsoft

• Expanded geographical footprint by opening new offices in Cologne (in Germany), The Hague (in Netherlands), Toronto (in Canada), Plano, Texas and Seattle, Washington (in USA)

• Identified Economic slowdown in global markets as a risk, to manage it, planned to grow customers and geographies

• Planed to expand geographical coverage by opening new offices in existing as well as new countries.
2008-09
- Officially owned Aztecsoft Ltd. and became one of the strongest independent testing service providers in India
- Started offering product engineering services that cover the complete range from the chip to cloud computing
- Had 6 businesses
  - IT Services
  - Independent Testing
  - Infrastructure Management and Technical Support (IMTS)
  - Knowledge Services
  - Product Engineering
    - R&D services
    - Outsourced Product Development
- Planned to expand geographical coverage
- Continued strengthening MindTree brand

2009-10
- Acquired captive center of Kyocera Wireless in Bangalore which provided great team in design of mobile handsets and 4G infrastructure
- Entered into a definitive agreement to acquire the business of 7Strata, Chennai, a Remote Infrastructure Management (RIM) services provider
- Added Next in Wireless (NIW) business in offerings
- Continued strengthening MindTree brand

2010-11
- Exited the smart phone business since nature and quantum of the risks changed
- Simplified company structure by reducing from seven growth engines to two
  - IT Services
  - Product Engineering Services
- Decided to build capabilities in
  - Infrastructure management
  - Testing
  - Data and analytics

TABLE 28: COMPOSITION AND DIRECTION OF EXPORTS CHRONOLOGY
Since the time the company started 1999, it has been focusing on India as a market. The market was not large in terms of size. The company's main focus has been on markets outside India. India used to contribute up to five percent of the revenue around 2009. Revenue from India increased gradually. The company is not expecting the revenue share from India to grow sharply in the future although India remains key market for the company. In 1999 except TCS and Wipro, there was not much competition in the Indian market. Especially during the recession of 2008, many players entered the market. Primary reason for this change was that the global market at that time was slowing down.

The company thinks that its strategy is global and need changes on market level. Hence, it focuses on these verticals:

- Consumer segment
- Banking
- Financial services
- Government

The company also does not compromise in terms of quality of resources provided for domestic market projects. Also the company offers pricing relevant to India. In terms of services, the company’s focus areas are:

- Business Intelligence (BI)
- Data warehousing
- Independent testing
- Infrastructure management

Many of the company's customers have ERP implemented. To develop applications through theses service areas provides business opportunities. The company further specialises on areas in each verticals also. Recently the company won a very important Unique Identity (UID) project 'Aadhar'. The competition was against global leaders like IBM and Accenture. Company not only outperformed its competition on lowest pricing but also on technological capabilities. The company is also taking right steps to address globally booming Remote Infrastructure Management (RIM) capability and make it available in India.

The company moved out of telecom, healthcare, energy and utility verticals in year 2011. In the product engineering services segment, the company consolidated

- Research and development services
• Software product engineering services
• Next in wireless

The company has consolidated following to form data and analytics solutions (DAS)
• Data and analytic services
• Data warehousing and business intelligence practice
• Knowledge services

The company has identified growth enablers as:
• DAS
• Infrastructure Manufacturing Services (IMS)
• Independent testing

Within BFSI, the company focuses on mid-tier financial institutions and not big banks that are already served by the larger IT players. Many of these financial institutions are first time outsourcers. For business continuity and to remain competitive, they needed to cut down IT delivery costs. Hence, the company’s offerings make sense to them. The manufacturing vertical is showing growth in year 2011. The company will give more focus to IT services than product engineering services because the company observed that IT services tend to recover faster after a slowdown.

Here is the company’s journey in terms of revenue annuity:
1. Projects company focused on end-to-end solutions, found volatility of revenues
2. Started bidding for the maintenance for projects completed, tried to bring a certain level of annuity revenues.
3. Testing offered an attractive option where we were doing applications maintenance, it gave entry into new accounts also
4. Still has less annuity as a proportion of total revenues, compared to larger players in year 2011.

To get projects from India, the company started focusing on System Integration (SI) capabilities. This capability will provide opportunity to the company to go after large projects.
The company is changing composition of its offerings through fostering innovation. To institutionalise it, the company has come up with internal program ‘5/50’ under the plan ‘Vision 2020’. Through the program, the company expects to get five innovative ideas worth becoming $50 million businesses in five years. The company plans to achieve $1 billion in revenue by the year 2014.

The first from this program is digital surveillance business. The idea came up after 9/11 attacks. The company got funding for the idea from the Council for Science and Industrial Research (CSIR) at a concessional interest rate. The business got Bangalore City Traffic Police as its first customer. The company developed hardware and software for the solution.

In FY 2010-11, the company got 30% of its revenue from software testing services. Eighty percent of the revenue came from US geography. That time, company planned to change the direction of this offering to Europe and India as well.

Around 2009, the company observed,

- Consumer durables deeply impacted due to recession, as consumer spending had reduced and companies had cut their R&D budgets
- Semi conductor also got impacted due to recession
- The enterprise product segment, which involved networking, storage, and servers was holding steady demand
- Opportunities in the defence and medical equipment industry like diagnostics
- Security and surveillance sector such as video surveillance and access control also had hold good opportunity

The company had observed that India would be a focused market since it is important market for multi-national companies and it is a good test market for products. In 2009, India contributed less than 10% of its revenue. The company had planned to restructure itself around 2009 as:

- Product engineering services division, which will include R&D services division. The R&D services division was planned not to take care of semiconductor components and system. Three verticals under the R&D services such as services and storage, consumer appliances and infrastructure systems.
• Outsourced product development division as a separate unit was planned to deal with software tools and platforms, portals & web and business application.
• The plan was to provide capabilities from silicon chips to cloud computing.
9.7 ANALYSIS AND FINDINGS

"2010 saw a shift from ‘anxiety’ to ‘cautious optimism’ across the world. The developing countries are projected to lead the recovery with growth rates of about 6%. High-income countries’ growth will accelerate from about 2-2.3% in 2010 to 2.3-2.7% in 2012. The demand outlook for IT has also improved. After negative growth in last year, the growth in global IT spends is expected to be in the range of 4-6% till 2014. Indian IT industry has also started realizing higher growth rates.” (Annual Report 2010-11)

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<thead>
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</tr>
<tr>
<td>FY 2006-07</td>
<td>5977</td>
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<tr>
<td>FY 2007-08</td>
<td>7398</td>
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<tr>
<td>FY 2008-09</td>
<td>10125</td>
</tr>
<tr>
<td>FY 2009-10</td>
<td>12332</td>
</tr>
<tr>
<td>FY 2010-11</td>
<td>15090</td>
</tr>
</tbody>
</table>

TABLE 29: REVENUE FROM FY 2005-06 TO FY 2010-11

From the chart, it can be seen that the company revenue is on continuous rise.

GRAPH 29: REVENUE FROM FY 2005-06 TO FY 2010-11
For the period showed in chart, the revenue growth is continuous.

At the time of American recession of 2008 and after, the revenue growth is continuous.
<table>
<thead>
<tr>
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<td>America</td>
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<td>63.30</td>
<td>65.70</td>
<td>65.30</td>
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<td>61.90</td>
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<tr>
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<td>18.50</td>
<td>19.70</td>
<td>19.70</td>
<td>19.10</td>
</tr>
<tr>
<td>India</td>
<td>6.03</td>
<td>5.20</td>
<td>5.70</td>
<td>6.30</td>
<td>6.00</td>
<td>8.50</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>8.38</td>
<td>9.40</td>
<td>10.10</td>
<td>8.70</td>
<td>9.30</td>
<td>10.50</td>
</tr>
</tbody>
</table>

**TABLE 30: DIRECTION OF EXPORTS FROM FY 2005-06 TO FY 2010-11**

From the chart, it can be seen that the company is having steady revenue from America. The revenue from Europe is declining. The revenue from India and rest of the world is on gradual rise.
It is interesting to note from the chart that for the period before American recession of 2008, revenue growth from India was flat. While the revenue growth from America was on rise and Europe revenue growth was falling.
At the time of American recession in 2008 and after the revenue from America declined so was the case with Europe. It is interesting to note that around this time revenue growth from India and rest of the world picked up.

In 2008, the company had appointed P.K. Gopalakrishnan as senior vice president and head of its India operations. On the appointment, the CEO of the company had mentioned that India is important market since inception and even more important going forward. Before joining the company, Gopalakrishnan was responsible for the government and defence industry vertical in India, which contributed $75 million in revenues in 2007-'08.

Around 2008, the company was also looking at Japan, that time the world's second biggest market for IT services. That time, the company had less than 2% of revenue coming from Japan.
9.8 CONCLUSION AND IMPLICATIONS OF FINDINGS
The company’s revenue from America got less affected because of 2008 American recession. Probably this period triggered the development of its India and rest of the world markets. It seems the company has taken positive steps to tackle future challenges. For example, the company closed down smart phone business, simplified organisation structure, and so on.

The company adopted different approach for each market country based on what is relevant to the industry. In 2008, the company observed that,

- UK is highly penetrative market. There were close to 200 IT services company present in UK. Many of them targeted financial market since it was a big market. Approach for UK was to grow its own team since the company understood the culture and language. The company looked at segments like travel which were under served and captured some of it.

- The company did not know the land and culture in Netherlands. It tied up with local company Jetronix. Jetronix became the front end and they together went to the customers. The value of knowing customer and language along with low cost of doing work in India was offered to the customers.

- The company promised special attention to first time outsourcing companies from Europe due to its mid-size.

- Outsourced product development (OPD), testing, and remote infrastructure management as a key focus areas. Estimated OPD as a $8 billion opportunity, growing at over 30% annually in 2008.

- Europe, as an alternate growth geography, which accounted for a little under a fifth of its revenues. It had grown to a Compounded Annual Growth Rate (CAGR) of 70% over the previous three years.
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