Prologue

The present chapter has been devoted to the general discussion on Infosys Technologies Limited which is country's second largest software exporter as well as giant software company. It is showing robust and tremendous progress in all its endeavours. It is known as best techno-savvy company with innovative approaches of doing things. Its main emphasis on customer's satisfaction. Infosys Technologies is moving a heads with dynamic leadership and well-structured action plans. Infosys Technologies is a mega Indian IT company and has accredited place in NASSCOM (National Association of Software and Service Company) and is attracting people from across the country for employment and investment.

It is a booming business periods for Infosys Technologies. Its customization efforts for laudable. The present chapter discusses all about Infosys Technologies namely - its management,
organizational profile, products, functional areas, performance and its programmes of growth and diversification.

4.1 Backdrop of the company (Infosys).

4.2 Organizational, managerial and product profiles of Infosys.

"Infosys is the number one company in India amongst all the companies, and not just those in software."

Infosys Technologies Limited (I.T.L.) established in 1981 and having its registered office at Electronics City, Hosur road Bangalore, with offices in India, U.S., Canada, Europe and Asia, provides end-to-end consulting for global corporations. The company has long-term partnerships with a range of Fortune 1000 companies, supporting technology-driven business transformation initiatives. Services include e-strategy consulting and solutions, large application development and enterprise integration services.

* Chairman & Chief Mentor, Infosys: N.R. Narayana Murthy.
CHAPTER - FOUR: A STUDY OF MARKETING STRATEGIES OF INFOSYS TECHNOLOGIES LIMITED.

Infosys also has product co-development initiatives with numerous communications and internet infrastructure companies that are creating the building blocks for the digital economy. It leverages talent and infrastructure in different parts of the world to provide high quality, rapid time-to-market solutions.

Mr. Narayana N R Murthy is the CEO and Chairman of I.T.L. He has served as the president of National Association of software and service companies (NASSCOM). He has been voted as the "IT man of India". Several times, he was awarded the prestigious J.R.D. Tata Corporate Leadership Award. He has also served as a director of "ICICI", "VSNL", and he is a fellow of "AIMA" an "CSI". I.T.L. has various types of businesses:

- Customer Management.
- E-Business.
- Financial Services.
- Insurance.
- Manufacturing and Distribution.
- Communications.
- Utilities.
- Public Sector Services.
- Consulting.
- Engineering (CAD/CAM/CAE).


**CHAPTER - FOUR: A STUDY OF MARKETING STRATEGIES OF INFOSYS TECHNOLOGIES LIMITED.**

- Product Co-Development.
- System Implementation.

### Time line of Infosys

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1981</td>
<td>Year of establishment in India.</td>
</tr>
<tr>
<td>1987</td>
<td>Opened first international office in the US.</td>
</tr>
<tr>
<td>1992</td>
<td>Became a public limited company (IPO in 1993).</td>
</tr>
<tr>
<td>1993</td>
<td>Received ISO 9001 / Tick IT Certification.</td>
</tr>
<tr>
<td>1995</td>
<td>Established development centres across India.</td>
</tr>
<tr>
<td>1996</td>
<td>Set-up E-business practice as a separate group. Set-up European Headquarters in UK.</td>
</tr>
<tr>
<td>1997</td>
<td>Set-up Engineering Services Practice. Set-up Asia Pacific Headquarters in Japan.</td>
</tr>
<tr>
<td>1998</td>
<td>Set-up Enterprise Solutions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Listed on NASDAQ (Symbol: INFY) – First India registered company to do so. Attained SEI CMM Level 5 (The highest level assessed by the SEI for Quality. It is a quality benchmark). Opened offices in Germany, Sweden, Belgium and Australia.</td>
</tr>
<tr>
<td>2000</td>
<td>Set-up consulting as a separate group. Re-organisation of the practice units to form communication and products (CAPS) Group, Domain Competency Group (DCG) and Software Engineering and Technology Labs (SET Labs).</td>
</tr>
<tr>
<td>2001</td>
<td>Set-up Global Development Centers in USA.</td>
</tr>
<tr>
<td>2002</td>
<td>Opened offices in Hong Kong. Set-up Global Development Centres in Canada and UK.</td>
</tr>
<tr>
<td>2003-2004</td>
<td>Best Entrepreneur Award of the doing business worldwide.</td>
</tr>
</tbody>
</table>
2005-2006

Naryanan, NR Murthy, Chairman, Infosys Technologies, "The globally celebrated king of technology is now a private equity investor" Business Week, 2006.

Source:

---

**Board of Directors**

**CHAIRMAN**

NARAYANA NR MURTHY

**CEO**

NANDAN NILEKANI

**DIRECTOR FINANCE AND ADMINISTRATION**

TV MOHANDAS PAL

**DIRECTORS AND ENGINEERS**

DEEPAK M. SATWALEKAR

Dr. MARTI G. SUBRAHMANYAM

RAMESH VANGAL

PHILIP YEO

---

*www.infosys.com*
Infosys is undoubtedly among the most innovative companies in India. As Murthy is quick to point out, the company was the first to articulate the Global Delivery Model, the 24-hour workday concept, the first to create a world-class campus in India, the first to provide quarterly accounts and to recast accounts according to US GAAP on a voluntary basis, the first company in the world to provide the Balance Sheet and Income Statement according to the GAAPs of eight countries.

In the words of Nandan Nilekani, Managing Director of Infosys: “In terms of understanding the impact of technology on business and using technology to transform business to make them more competitive, Infosys is way ahead of anybody else in the country.” *

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Infosys' willingness to experiment is higher, while Wipro is very result-focused and "would not compromise on short-term results for long-term sustainable gains," as an observer says. Infosys also has, without doubt, a better marketing and public relations machine. Infosys built up an excellent marketing and sales engine. In a supply constrained market, this was not a key advantage. But as you move up the value chain and the market goes through economic cycles, the 'real' strength of the sales engine gets tested and this would help Infosys weather the storm much better.

Another area, where Infosys has been seen as a winner has been on sharing wealth with employees through its path-breaking ESOP programme. Wipro might go blue in the face pointing out that it was the first in the industry to have Employee Stock Reward Programme way back in 1983, but the broad-based WESOP, which covers almost 75 percent of its IT business employees, came in only a couple of years ago. In contrast, at Infosys, every employee is covered and its list of millionaire drivers and office attendants has been too well chronicled to bear repetition.

"The key aspect of Infosys has been its PR and brand-building, and the effectiveness with which it's carried itself on
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both these elements without being flashy. Reactive PR, intermittent focus brand-building, and not active adopting principles of wider wealth creation have certainly hurt Wipro."

In terms of managing expectation and perceptions, Infosys has never, ever made a wrong step. It did shock the industry by saying it would grow by a mere 30 percent this year after posting three-digit rises in the preceding quarters. Today, due to a set of circumstances which perhaps had nothing to do with that early forecast – however good Murthy and Co are at making calls, no way could they have anticipated – Infosys has now come out looking like an absolute visionary who gets every call right.

**Infosys: Best IT Employer**

Infosys has been ranked as India's best IT employer for the second time in a row followed by Cadence Design and Wipro while HP, HCL Technology have slipped in rankings, accordingly to the latest Dataquest-IDC India report.

However, in case of Infosys, employee satisfaction has slipped while in case of HP (post manager), which has fallen in rankings, overall employee satisfaction is still high and it is still the "dream company" for most of its employees.
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SAP Labs, Philips Software, Sun Microsystems, Datacraft India, Adobe Systems, HP and TCS were ranked in the four to 10 positions, the report said, adding smaller sub-1000 employee companies are gaining ground. Noticeable exclusions from last year's top 10 list are Satyam, I-Flex, cognizant and HCL Technologies.®

Infosys Technologies Limited, the country's largest listed software services exporter, quarterly profits rose 30.58 percent on a boom in outsourcing business, but was still below market expectations. The flagbearer of India's software revolution posted a net profit of Rs. 1205 crore or earnings per share of Rs. 36.3 in the third quarter ended December, 31 of fiscal 2005. That compared with a profit of Rs. 884 crore, or Rs. 35.0 a share, in the year-ago period.

Enthused by continued good performance, software major Infosys Technologies revised upwards by Rs. 200-225 crore its guidance for revenue for the current fiscal. This is the second time in 2004-2005 that the Nasdaq listed, Bangalore-headquartered company has increased its guidance.®
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Product profile of Infosys

- **Customer Management:** Infosys provides business consulting and software services to help organizations manage their customers better, through smarter use of information technology.

- **E-business:** Customizes individual components, develops fresh ones, and glue them together to create a just-for-you integrated e-business solution.

- **Financial Services:** Partnering with Infosys for software solutions and services allows customers to use information technology and differentiate themselves in their marketplace.

- **Insurance:** Infosys provides comprehensive software solutions and services for the insurance industry.

- **Manufacturing and Distribution:** Infosys technology offerings work to create business value for customers – emphasizing critical value drivers for manufacturing companies.

- **Communications:** Customers – comprising telecom and datacom equipment vendors, product companies, and service providers – leverage Infosys' rich experience in this industry.
to effectively manage the dual challenges of time-to-market and cost.

- **Utilities:** Infosys solutions and services in this industry focus on helping utility companies improve margins by enhancing internal productivity, increase markets through demand growth, and better service levels by streamlining supply efficiency.

- **Public Sector Services:** Bridging the gap between rhetoric and reality.

- **Consulting:** Consulting services, from Infosys Consulting business unit, focus on defining, optimizing, and aligning our customer's business and IT strategies.

- **Engineering (CAD/CAM/CAE):** Based on a combination of engineering knowledge, software skills, and industrial experience, Infosys offers a wide spectrum of engineering software services in the areas of CAD/CAM/CAE and PDM.

- **Product Co-Development:** Infosys' dedicated product competency center becomes a virtual extension of a software product company's execution capabilities - significantly reducing costs and time-to-market.

- **System Implementation:** Infosys' implementation services help customers re-engineer their processes and
successfully select, maintain and upgrade suitable packages and systems.

- **SAT**: Package for Software Development Admin. Testing and Problem Reporting for Software Development Units.
- **SABRE**: Package for Workstation access security through Signature Diskette Generic – for all computer users.
- **EMISS**: Equipment Maintenance and Inspection Support System. It is useful for organizations which have equipment installed at remote locations.

Infosys is a member of the Confederation of Indian Industry and takes part in developing and propagating nation-wide TQM understanding and practice. The training programmes and seminars conducted by Infosys professionals in the industry and business provide scope for sharing Infosys experience and learning from co-practitioners of quality methods.

### 4.3 Facts sheet of Infosys and its activities

Murthy has served as Chairman of the Board and Chief Executive Officer of Infosys since 1981, when he founded the company with six software professionals. He also served as Managing Director of Infosys until February 1999. While at
Infosys, from 1992 to 1994, Murthy also served as the President of National Association of Software and Service Companies (NASSCOM). Murthy is on the Governing Council of the National Information Technology Task Force of India and was voted “IT Man of the Year” for 1996 by Dataquest India.

In 1998, Murthy was awarded the prestigious J.R.D. Tata Corporate Leadership Award. Since August 1998, he has served as a director of the Industrial Credit and Investment Corporation of India (ICICI) and since 1998, he has served as a director of Videsh Sanchar Nigam Limited (VSNL). He is a Fellow of the All India Management Association (AIMA) and the Computer Society of India (CSI). Murthy received a B.E. in Electrical Engineering from the University of Mysore and a M.Tech from the Indian Institute of Technology, (IIT) Kanpur.

Factsheet of Infosys

<table>
<thead>
<tr>
<th>Date of Establishment</th>
<th>1981</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman and CEO</td>
<td>Narayana N.R. Murthy.</td>
</tr>
<tr>
<td>Strength of people</td>
<td>10000 +</td>
</tr>
<tr>
<td>Headquarter</td>
<td>Electronic City Bangalore.</td>
</tr>
<tr>
<td>Managing Director</td>
<td>Nandan M. Nilekani.</td>
</tr>
</tbody>
</table>
### Areas of specialisation

Some of the important areas where Infosys has obtained specialisation, are enumerated as under:

- Software and consulting services.
- Internet and e-business consulting.
- System Integration.
- Re-engineering.
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♦ Custom application development.
♦ System implementation.

*Activities of Infosys*

Infosys moves up in the ranking of the top software companies listed in the annual Software Magazine 500. Infosys ranked 15 (from 2005 last year).

Infosys ranked No.2 in corporate governance in a survey of 495 emerging companies conducted by CLSA emerging markets. The Institute of Chartered Accountants of India has adjudged the "Annual Report and Accounts" of Infosys for the year ended March 31, 2005 as the best amongst the entries received from non-financial private sector companies for the best presented accounts competition 2004-2005. This is the sixth consecutive year that Infosys has won the Silver Shield.

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The Business Today-Hewitt Study: To find out which companies have really charged the 'emotional and intellectual energy' of their managerial employees, rates Infosys Technologies as the Best Employer of India. Infosys was first in a survey of a hundred and fifty five companies...and more.

Only two years after making its debut in the Far Eastern Economic Review's Review 200 listings, Infosys has topped the Indian Corporates' ranking. The company was unanimously awarded the "National Award for Excellence in Corporate Governance" by a panel of judges chaired by Former Chief Justice Shri. P.N. Bhagwati. This award is conferred by the Government of India and sponsored by Unit Trust of India.*

There were no commitments on investments from the country's second largest software company but when Infosys Technologies chief mentor N.R. Narayana Murthy met West Bengal chief minister Buddhadeb Bhattacharya, it was a two-way flow of promises and advices.

Mr. Bhattacharya out lined state's IT policy and the newly released incentive policy for IT-enabled services. He asked for my advice to make the state more attractive for IT investors. I told

* www.infosystechnologies.com
him what best I could,” Mr. Narayana Murthy told newpersons after his 40-minute long meeting with chief minister. Mr. Narayana Murthy was, however, non-committal about Infosys investment plans in the state, “I found Mr. Bhattacharya; to be very open to newer ideas. He asked for my advices. Then asked about the group and then asked why don’t you do something in the state.”

“We will wait for the economy to turn around. We will also keep a close watch on developments in the state. And yes, we will most certainly consider West Bengal in our second round of investments”, Infosys chief mentor said.*

Infosys Technologies proposal to increase American Depository Shares (ADS) holding in the company from 3.25% at present to 6.27-7.78%, entailing an FDI of Rs. 1.430-2.145 crore was among 50 FDI proposals cleared by commerce and industry minister Arun Shourie.

Infosys application, one of the largest FDI propositions from an Indian company so far, is aimed at funding projects pertaining to business-consulting, systems integration as well as application, development, maintenance, re-engineering and product

*www.infosys.com
engineering services, according to a statement issued by the industry ministry. If the upper limit of Infosys proposal is reckoned, the FDI cleared today would add up to Rs. 2,229 crore. Other FDI proposals cleared as per the FIPB’s recommendations include Singapore Computer Systems Ltd’s proposal to infuse Rs. 25 crore FDI in Mumbai-based Kshema Technologies Ltd. French consultancy firm Bouygues Offshore has been given the nod for total take-over of Chennai-based International Development Process and Engineering Ltd. The French major would complete the acquisition by bringing FDI worth Rs. 15.75 crore.

Also, Singapore-based PSA Marine (P) Ltd., has been allowed to pick up 51% equity stake in Hyderabad-based Seallon Sparkle Port and Terminal Services with an FDI infusion of Rs. 12.04 crore, while Mauritius-based Harmony Holdings Ltd., has been given the go-ahead to take 8% stake in Mumbai-based rice trading firm RT Exports Ltd., by converting ECBs into equity with an investment of Rs. 12 crore. Italy-based J Colors SPA and South African firm Shonnte Holdings too have got clearance for wholly-owned subsidiaries in India, in proposals entailing Rs. 6 crore investment each.
4.4 Infrastructure of Infosys and its global connectivity.

Infosys has made significant investments in physical and technological infrastructure. In the words of CEO of Infosys: “Our investments in technological infrastructure and telecommunications ensure that we have adequate capacity to sustain our growing business needs and provide seamless delivery of solutions to our clients.”

The company has development centres in various locations across the globe (USA, Canada, UK, and India). Our campus in Electronics City, Bangalore, is the world’s single largest facility among software services companies. The common features of facilities are:

- Completely networked work environment.
- Ergonomically designed work space with full support services.
- High speed data-communication links providing connectivity to clients world-wide.
- Easy access to cafeterias and banking facilities.
- Round the clock security.
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The company aims to provide a self-contained campus like -
environment with lifestyle facilities. Infosys have provide the
following facilities:

- Fully equipped gym with sauna and steam bath.
- Basketball, tennis and volleyball courts.
- Table-tennis court and pool tables.
- Several dining options which includes a pizza joint and a
  speciality coffee kiosk.
- An amphitheater which has already hosted several cultural
  events.
- Swimming pool.

Computing infrastructure & Global
connectivity

Infosys has a variety of RDBMS platforms running on an
array of several hundred high-end servers with terabytes of disk
storage. Powerful workstations with the latest utilities, compilers
and tools for development, testing and configuration management
are available.
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The Infosys communications network is a Global Wide Area Network. The network links all major offices to provide data, voice and video communication. The links enable us to provide cost-effective maintenance and co-development of software with customers. They also provide an effective medium for electronic mail and video-conferencing between the customer and Infosys. Infosys has a highly reliable WAN backbone interconnecting the global network hubs and Global Development Centres. This network is engineered to provide redundancy through alternate routing paths and different service providers.

The Infosys enterprise network helps provide a high performance world-class software development environment that enables the delivery of software products and services to customers. Network management is given special focus. Unicenter TNG network management software provides for proactive failure detection and counter measures. Some objectives of this enterprise network are to facilities:

- Remote connectivity to customer networks and systems.
- Internet access and global electronic communication.
- Seamless connectivity across all Infosys development centers to facilitate access to enterprise applications and the Infosys
CHAPTER - FOUR: A STUDY OF MARKETING STRATEGIES OF INFOSYS TECHNOLOGIES LIMITED.

Knowledge Management System and for transparent information dissemination.

- Internal work flow automation.

These objectives are met without any compromise to the security of Infosys or customer's networks and systems. In addition, the communications infrastructure enhances the productivity of our employees. Infosys policy for the security of computer networks and systems consists of systems, processes and controls that allow seamless information sharing while safeguarding against security violations. Infosys has a comprehensive disaster management plan which aims to minimize potential economic loss, reduce disruption to normal operations, ensure orderly recovery and increase asset protection. Disaster recovery plans are outlined for each category of equipment. Some of the measures adopted by the Infosys:

- Rainwater from all catchment areas on campus is directed to reservoirs. The water is allowed to percolate down to the ground-water reservoirs over a period of time. This helps maintain the water table.
- All Infosys vehicles are regularly checked to ensure that they conform to the emission norms.
Used paper is shredded and donated for recycling. E-mail is the preferred means of communication, so we are almost a paperless office.

Energy-saving fluorescent lamps are used in all areas.

Infosys has turned out to be the biggest IT exporter among all publicly-listed companies for the first nine-months of 2004-2005. The company has about Rs. 3500 crore from exports. According to Nasscom's export earnings estimates, Wipro was second with estimated export earnings of Rs. 2,700 crore.

4.5 Marketing strategy of Infosys and services offered.

According to Infosys Technologies Limited, the key to its business is the Global Delivery Model. The Global Delivery Model is shown in figure. It makes use of the client location, overseas development centres in implementation and documentation and other support services.

* www.infosys.com
According to this model, projects are divided into components and are executed independently and concurrently, part at the client site and rest at the development centres. The components are then integrated into high quality robust solutions. Development centres that are spread across different countries allow Infosys Technologies to leverage time zones i.e., it can have 24-hour workdays.

The company has been refining this model for the last two decades. The result has been that the project manager is ensured of total control regardless of physical locations. Deliverables are
distributed across the project life cycle. eliminating nail biting photo finishes. The Global Delivery Model helps Infosys to access talent worldwide.

The services offered by Infosys are listed as below:

- **Consulting**: These focus on defining, optimising and aligning the client's business and IT strategies. Infosys helps in this process with e-business, programme management, ERP and IT infrastructure assessment.

- **Application Development**: Infosys can undertake large, custom application development projects that address specific business solutions.

- **E-business Practice**: Infosys customizes individual components and develops fresh ones to create integrated e-business solution.

- **Offshore Software Maintenance (OSM)**: This can help a client to make a transition in production support, maintenance and enhancement through OSM methodology.

- **Communications Solutions**: Customers comprising telecom and datacom equipment vendors, product companies and services providers leverage Infosys rich experience in
this industry to efficiency manage the dual challenges of
time-to-market and cost.

- **Enterprise Banking Solutions:** These cover the entire
  range of requirements of a banking enterprise, satisfying the
  needs of each stockholder. Some of these are Finacle (an
  integrated core e-banking platform), BankAway (e-commerce
  platform), PayAway (universal bill presentation and
  payment solution) and BancsConnect (real time integrator
  between Finacle, delivery channels and other applications).

- **Engineering Services:** These include modelling, design,
  analysis, manufacturing, software development and
  implementation using CAD/CAM/CAE.

4.6 The predictability, sustainability,
profitability De-risk (PSPD) model of
Infosys.

According to Shri Murthy, the company's success is due to
PSPD—predictability of revenues, sustainability of prediction,
profitability of revenues and de-risking of business.” The PSPD
model is shown in figure. The means by which each of these objectives is achieved are shown in figures."

**Predictability:** Predictability is achieved by maintenance of large mission critical systems and offshore development centers. As could be seen from above figure, 33% of the business for the financial year 2005, came from overseas development centers

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* R. Srinivasan: Strategic Management, Prentice Hall, New Delhi, 2005

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followed by 29% from maintenance of large mission critical systems.

**Sustainability:** Sustainability is the way the company has been able to retain its clients and translate them to partners. Between 1996-2000, the number of repeat clients was 200 plus. This trend was continued upto 2005. The repeat clients have generated over 92% of its revenue web in 2005.
Profitability: Profitability of Infosys stems from its ability to:

- manage the onsite component
- reduce cycle time
- managing scope changes (iterative model)
- providing higher value services like business consulting, e-business, internet infrastructure, upselling, i.e., moving from testing to design and implementation of an investment portal and
- increased revenue productivity
4.7 SWOT analysis of Infosys Technologies Limited

The researcher has conducted SWOT analysis of Infosys Technologies and has observed that it has more strengths than weaknesses. Positive points are connected with favourable things of Infosys Technologies and weaknesses means the negative points or shortcomings for the deficiencies of the organisation. The positive points lie in the highly qualified, highly paid experts and high technology. Infosys Technologies has wide variety of product line and full-fledged marketing organisation. Infosys Technologies is also strong in R&D facilities for consistent product augmentation and high budgets for R&D.

Another important decision variable in the sphere of research and development is R&D mix-operational structure of R&D programme. Any decision in this respect should answer two major questions-low R&D will be divided between developing new and improved products and seeking improvements in production processes, and what type of product to concentrate on.

In order to build up a portfolio of projects that could ensure short-term as-well as long-term success and survival of the
organisation it is necessary to decide about the division of R&D effort between now and existing products. A company belonging to a mature industry where low cost is necessary to meet price-competition must lay emphasis on R&D effort on processes. But a company that belongs to a non-mature industry should lay emphasis on product improvements.

In process R&D, a decision has to be made about adoption of a process of production. This decision should be made in the light of the amount of savings affected by the process. It would always be advisable for an organisation to concentrate on the one with greater potential payback. There are three major approaches to R&D strategy the basic approach wherein a company can choose between an offensive, defensive or varied approach, the penetration approach, and the response approach.

A company's fundamental R&D strategy can have three different emphases: offensive, defensive and varied. This approach to R&D strategy is pursued to adopt advanced technology in a concentrated and aggressive manner with the intention of executing marketing expansion and diversification schemes. Such an approach is pursued by a company which aims at being the first in an industry where technological change is a vital factor. In large organisations, an offensive strategy can be
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construed as an extension of a defensive strategy the dictum being that the best defence is a good offense. An offensive strategy serves as a vital instrument to accomplish the long-term objective of accelerated growth particularly when technology is the major determinant of growth.

Success of the offensive approach of R&D strategy depends on the company's capability in technological innovation, identification of emerging opportunities and translation of these opportunities into commercial products either through the company's own discoveries or through acquisition. The R&D department must always remain alert and keep abreast of the technological community to detect and exploit such opportunities.

Besides, the company must also have sufficient financial and other resources to support this programme. There are many cases of companies that have found themselves in financial crisis during the innovative phase of development of a product which subsequently proved a commercial success for a competitor. Marketing and production weaknesses may also prevent a company from exploiting a technical success because of its inability to generate a consumer demand or to meet demand through manufacturing inadequacies.
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Success of the defensive approach of R&D strategy demands unusual competence of the company to perform development work. The R&D staff must be capable of moving rapidly and be ingenious in devising methods of accomplishing results someone else has demonstrated as being possible. The aim is to match competitor’s offerings before the delay seriously upsets market positions.

Infosys Technologies has several competitive advantages and threats before it. It must develop its core competence so as to face the market challenges. Developing and nurturing a durable competitive advantage involves a conscious choice. It also involves a long-term effort. And resources have to be committed for the effort to succeed. Even when the total resources available with the firm are relatively limited, the firm has to ensure that its competitive advantage factor, whether it is research and development, personal selling or brand dominance, gets its due share out of the limited resources. It will nourish the particular factors that bring the competitive advantage. In short, competitive advantage is always built with management’s commitment, through time and resources.

It is well known fact that Infosys Technologies is the market leader in many respects. Business firms undertake SWOT
analysis to understand the external and internal environment. SWOT, which is the acronym for strengths, weaknesses, opportunities and threats, is also known as WOTS-UP analysis. Through such an analysis, the strengths and weaknesses existing within an organisation can be matched with the opportunities and threats operating in the environment so that an effective strategy can be formulated. An effective organizational strategy, therefore, is one that capitalises on the opportunities through the use of strengths and neutralises the threats by minimising the impact of weaknesses.

4.8 Study of other functional areas of Infosys.

IT and India have become synonymous. Whether India becomes a destination for outsourcing or it becomes a development center in matter of debate. More particularly, in the area of Information Technology (IT), where India has definitely an edge over its competitors, remaining away or uninformed of the world trends is untenable. Infosys Technologies has made rapid strides in all the functional areas right from core IT services to human resources management, inventory management, financial management and operational management. Infosys Technologies has been doing commendable services in transforming data into
knowledge with distinctive competitive edge. It has also went a head in integration and outsourcing and IT has become a profit center for all IT companies.

This is why, Infosys has emerged a market leader amongst other IT companies. It has excellent human resources, renowned IT leaders who are guiding the destiny of the company. It has done yeomen service in integrating information technology with the business world and has made profound impact on the society.

Infosys Technologies has brought revolution in the country and has provided visionary leadership to other IT companies and has created support for new product development. It is quite clear from the study of functional areas of Infosys that it has emerged as one of the most dynamic and exciting software services company in the globe. It has skilled managerial and technical manpower with a distinct cutting edge in global competition.

Infosys Technologies services are recognized globally and it is capable of providing across a wide range of skills, disciplines, educational and training programmes and provides a large opportunity to expand trade and create niche at a global level. It is considered as a luminous star on the global horizon, helping the
CHAPTER FOUR: A STUDY OF MARKETING STRATEGIES OF INFOSYS TECHNOLOGIES LIMITED.

global partners to attain a competitive edge by providing various products and enabled services.

Infosys Technologies has done admirable work in the direction of formulation of IT laws can control on cyber cafes and in the direction of information of suitable laws for data privacy. It has also played a laudable role in the programmes of cyber forensics. Infosys Technologies has also well-nit supply chain management. The success mantra of Infosys Technologies is the holistic marketing programmes to create, win and dominate new markets. Another important mantra of success of Infosys Technologies is 'accumulate knowledge rather than wealth'. There have been many vicissitudes in the journey of Infosys Technologies.

It is a matter of real gratification that Infosys Technologies is a total quality company with total quality IT services. In the recent past it has started many new programmes for its internal as well as external customers. It has succeeded because it has developed quality circles, TEI (Total Employees Involvement) programmes, benchmarking activities, continuous improvement programmes. It has created quality culture in IT and organizational reengineering activities with the help of team work.
and dynamic leadership. It has managed all change programmes methodically, systematically and in a planned manner.