CHAPTER – II

PROFILE OF SELECT MNC IT COMPANIES

Bangalore ranks as one of India's most prosperous and progressive cities and a pace-setter in software development and the IT industry. Dubbed as the "Silicon Valley of India", it is growing boldly, propelled by some of the best and brightest technological and scientific minds in the world.¹

A strong corporate culture is characterised by values that are clearly shared throughout the organisation, such as mutual respect and trust, work-life balance and opportunity to advance in the job and learn new skills. Shared values are the templates through which groups and group members interpret their shared experience.

All IT companies, like any other corporate organization, sets across and abide by the shared values whether implicit or explicit. They may be called by different names in the industry, viz., ‘Corporate culture’, ‘culture’ or ‘values’. These will be the underlying principles that govern the working style of the organization which helps them achieve their goals. It also helps the organizations comprehend their vision and mission.

Culture provides the "social glue" that generates the "we-feeling", and thereby counteracts the impact of differentiating processes that are unavoidable in a work setting. Organizational culture encourages a shared system of meanings that is the basis for communications and mutual understanding. If these functions of culture are not fulfilled the efficiency and productivity of the organization reduces. Culture of an organization can be understood in terms of the values, norms and artifacts. Values are beliefs of what is good or right for the organization and what should or ought to happen. Stronger the values in an organization the more they influence behaviour. Values are translated into reality (enacted) through norms, artifacts and through rituals, stories and myths. Norms are the unwritten rules that guide (informally) behaviour. They tell
people what should be done, said, believed. They are passed on by word of mouth and enforced with reactions in case of violations. Artifacts are the visible and tangible aspects of culture that can be seen heard and felt - the working environment, language in letters, the way members address in meetings or over the phone.

The corporate culture is normally expressed through the mission and vision or value statements. The value statements of the select multinational IT companies have been presented in this chapter.

1. TESCO

Tesco is the first major international retailer to have a fully-owned support centre in India. It designs, develops, tests, and manages some of Tesco's mission-critical IT applications. Operating from Bangalore, India, Tesco HSC provides IT services, business services and finance services which are mission-critical for the Tesco global retail chain. Tesco Hindustan Service Centre (HSC) is the global services arm for Tesco. It provides IT, business and finance services to Tesco operations across Europe, Asia and America. Tesco HSC went live in May 2004, and currently has over 3,728 employees. Tesco HSC is Tesco owned and run, and shares the company values and customer focus.

The company’s values (in its own words) are as follows:

*Tesco’s core purpose is to enable the company to create value for customers to earn their lifetime loyalty. The company’s values are its code of conduct – they are the way the company has chosen to work and drive the whole way it does business. ‘Every Little Helps’ is the expression of its values, which are:*

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No one tries harder for customers
✓ Understand customers
✓ Be first to meet their needs
✓ Act responsibly for its communities

Treat people the way the company would like to be treated
✓ Work as a team
✓ Trust and respect each other
✓ Listen, support and say thank you
✓ Share knowledge and experience
✓ So its employees can enjoy their work

2. HCL TECHNOLOGIES

HCL Technologies is a leading global IT services company, working with clients in areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL has been focusing on 'transformational outsourcing', underlined by innovation and value creation, and offers an integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering and R&D services and BPO. HCL Technologies, along with its subsidiaries, had consolidated revenues of USD 2.3 billion (Rs. 11,270 crores), as on 30th September 2009 (on LTM basis). HCL is a USD 5 billion leading global technology and IT enterprise that embraces two companies listed in India, viz., HCL Technologies and HCL Info systems.

The company’s values (in its own words) are as follows:
✓ To uphold the dignity of the individual
✓ To honour all commitments
✓ Commitment to quality, innovation and growth in every endeavour
✓ To be responsible corporate citizens
3. HP INDIA

HP India, established in the year 1988, holds the distinction of being one of the first technology companies to set up a base in India. HP India is one of the largest and most diverse sites for HP outside of the US. HP started its India software operations (ISO) in 1989 in Bangalore to deliver enterprise software solutions, product and R&D services to HP customers worldwide. HP’s three business groups drive the industry, viz., the Technology Solutions Group, the Imaging & Printing Group and the Personal Systems Group.

The company’s values (in its own words) are as follows:

At HP we want to be a company that is known for its leadership in corporate ethics and responsibility. A company where employees are proud to work, and customers, partners and suppliers want to do business with.

Trust and respect have always been the cornerstones of HP’s success and they always will be. The values that Bill Hewlett and Dave Packard established nearly 70 years ago are as relevant today as they've ever been:

- We are passionate about customers;
- We have trust and respect for individuals;
- We perform at a high level of achievement and contribution;
- We act with speed and agility;
- We deliver meaningful innovation;
- We achieve our results through teamwork; and
- We conduct our business with uncompromising integrity

4. INFOSYS TECHNOLOGIES

Infosys Technologies Ltd. (NASDAQ: INFY) was started in 1981 by seven people with USD 250. Today, it is a global leader in the "next generation" of IT and consulting with revenues of over USD 4 billion. 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. Its offerings span business and technology consulting, application services, systems integration, product engineering, custom software development, maintenance, re-engineering, independent testing and validation services, IT infrastructure services and business process outsourcing.

The company’s values (in its own words) are as follows:

*We believe that the softest pillow is a clear conscience. The values that drive us underscore our commitment to:

- **Customer Delight**: To surpass customer expectations consistently
- **Leadership by Example**: To set standards in our business and transactions and be an exemplar for the industry and ourselves
- **Integrity and Transparency**: To be ethical, sincere and open in all our transactions
- **Fairness**: To be objective and transaction-oriented, and thereby earn trust and respect
- **Pursuit of Excellence**: To strive relentlessly, constantly improve ourselves, our teams, our services and products to become the best*  

5. INTEGRAL

Founded in 1993, Integral employs more than 150 professionals and maintains development, support and sales offices in Silicon Valley, New York, London, Tokyo, Hong Kong, Singapore and Bangalore. Investors include Accel Partners, Adams Street Partners, Ignite Group, Hudson Ventures, Mizuho Capital and Mitsubishi UFJ Capital.

Integral is a foreign exchange technology and application provider of, private, branded, FX trading solutions to foreign exchange market participants. Integral's innovative solutions provide market makers with more trading partners, traders with the opportunity to maximize profitable trading, and
brokers with complete branded foreign exchange systems they can offer to their institutional and retail clients.

The company’s culture (in its own words) is as follows:

_The Integral work culture and office environment takes a page from the trading room floor. Executives and staff work closely together on an open floor, often with a steady eye viewing market activity on banks of screens. The work environment is dynamic yet friendly. Operating a global foreign exchange trading platform and creating cutting edge trading solutions requires the best of best minds. There's a daily sense of accomplishment and teamwork._

6. **JSOFT SOLUTIONS LTD**

JSOft is the IT and ITES arm of the JSW group (part of the USD 8 bn O.P Jindal group). It operates across a broad spectrum of IT and ITES services, which include:

- ✔ Infrastructure & networks management
- ✔ Business Applications
- ✔ Software development
- ✔ Shop floor automation
- ✔ Shared services

Supporting all these verticals is the Managed Services Unit, whose focus is to deliver world-class support and maintenance services across various service layers. Apart from extending support to clients across the geographic spread of India, the company supports its parent company’s IT operations in US and UK plants.

_In the words of the Management heads of JSoft Solutions, values/work culture at the organization is defined as follows - “Our actions are guided by our Vision and Mission, with a firm belief in our Core Values, which gets reflected in our interactions with all our customers, our investors, and our employees._
MISSION: To be the “partner of choice” for the Data Processing Industry worldwide.

VISION: To be a leader in the delivery of rapid, cost-effective and comprehensive solutions for the Data Management needs of global enterprises.

VALUES
- Customer Centric approach – “We are much more than a vendor; we are your partner”
- High standards of personal and professional ethics
- Constantly strive for innovation and excellence
- Culture of knowledge sharing and continuous growth for each member
- Fun-filled work environment with respect for each individual

7. MINDTREE

MindTree Ltd is a global IT solutions company specializing in IT Services, Independent Testing, Infrastructure Management and Technical Support (IMTS), Knowledge Services and Product Engineering, which is comprised of R&D Services, Software Product Engineering and Next in Mobility (N!Mo). MindTree was started in 1999 by 10 industry professionals who came from Cambridge Technology Partners, Lucent Technologies and Wipro. The founding team was led by Ashok Soota who was at that time Vice-Chairman and President of Wipro, one of India’s largest software companies.

The company’s culture and values (in its own words) are as follows:

What brings us MindTree Minds together in building an organization that has a unique culture is our value system. Every MindTree Mind is driven by CLASS, the acronym or our core values of Caring, Learning, Achieving, Sharing, and Social Responsibility. Everything we are, everything we do, and everything we believe in revolves around our CLASS values and the distinct culture that we have built. The two main attributes that characterize our culture, as our Chairman and Managing Director Ashok Soota says are high achievement orientation and high caring.
8. NICHE-IN SOFTWARE SOLUTIONS PVT LTD

Nichi-In Software Solutions has its headquarters in India's leading software centre, viz., Bangalore, the location chosen by several leading multi-national firms. Nichi-In specializes in software design and development. NDR Co., Ltd., Osaka, Japan, is its partner. A 100% EOU, Niche-In is registered with the Software Technology Parks of India, an autonomous body under the Department of Electronics, Government of India.

The company’s values (in its own words) are as follows:

✓ Integrity and the highest ethical standards
✓ Mutual trust in our working relationships
✓ Innovation to challenge the status quo
✓ Continuous improvement, development and learning
✓ Communication that is open, consistent and two-way
✓ Performance consistent with results-based recognition
✓ Professional business practices and work performance
✓ Team work
✓ Value for resources
✓ Customer is the sole director of action
✓ Tuning of business practices to suit the customers' needs

9. ORACLE

Oracle was one of the first multinational software companies to set up operations in India. Beginning with a distributorship through Tata Consultancy Services in 1987, the company established direct operations with a liaison office in 1991, and in 1993 formed Oracle India Private Ltd., a wholly-owned subsidiary of Oracle Corp., focused on the sale and marketing of Oracle software in India. In recognition of the significant pool of highly educated software development engineers based in India, Oracle opened its India Development Centre (IDC) in Bangalore in 1994.
The company’s values (in its own words) are as follows:

In an increasingly global economy, it is not surprising that a company that serves customers around the world would have staff to support those customers—wherever they are. Oracle employs people around the world in global development, sales and services in order to meet the needs of our customers. Using a geographically dispersed workforce allows Oracle and other US-based technology companies to continue to lead the world’s technology and application development. Oracle is committed to treating all employees fairly and providing the resources they need to be successful in their jobs. In return, Oracle employees must adhere to the ethical standards set by the company and perform to the best of their ability.10

10. WIPRO

Wipro IT Business, a division of Wipro Limited, is amongst the largest global IT services, BPO and Product Engineering companies. In addition to the IT business, Wipro also has leadership position in niche market segments of consumer products and lighting solutions. The company has been listed since 1945 and started its technology business in 1980. Today, Wipro generates USD 6 billion (India GAAP figure 2009-10) of annual revenues. Its equity shares are listed in India on the Mumbai Stock Exchange and the National Stock Exchange; as well as on the New York Stock Exchange in the US.

The values of the company are tagged with the phrase “SPIRIT OF WIPRO”. The Spirit of Wipro represents core values of Wipro. The three values encapsulated in the Spirit of Wipro are:

Intensity to Win
- Make customers successful
- Team, innovate and excel

Act with Sensitivity
- Respect for the individual
- Thoughtful and responsible
Unyielding Integrity
- Delivering on commitments
- Honesty and fairness in action

11. ZENITH SOFTWARE LIMITED

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. With over a decade of experience in the outsourcing and offshoring space, Zenith software 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, India. Zenith is also present in USA, UK, Australia and New Zealand. 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 offers IT services and BPO services under the same roof.

The company’s culture (in its own words) is as follows:

✓ Customer Centricity – Help customers achieve their business objectives by consistently delivering best in class services and exceed their expectation.

✓ Integrity, Dedication, Trust and Transparency – Be honest, fair and open in all our transactions.

✓ Respect for individual - We believe in the capability of each person and provide an environment for each individual to grow and realize their potential.

✓ Commitment to excellence – Always deliver excellence by being innovative and entrepreneurial.
12. SASKEN

Sasken is an embedded communications Solutions Company, that helps businesses across the communications value chain accelerate product development life cycles. Sasken offers a unique combination of research and development consultancy, wireless software products and software services, and works with Network OEMs, Semiconductor Vendors, Terminal Device OEMs and Operators across the world. Global Fortune 500 and Tier 1 companies in these segments are part of Sasken's customer profile. Committed to innovation, Sasken works with customers to help them get to market ahead of the competition, and stay focused on new product development and manufacturing. With deep understanding of the communications industry, access to current and emerging technologies mature development processes, global resources and a proven track record, Sasken creates complete solutions to help clients succeed. Clients choose Sasken for the comprehensive range of application solutions and services, backed by a proven reputation for expert support and high quality.

The company's culture (in its own words) is as follows:

Sasken's vision is to play a key role in enriching every communications experience. We believe that in focusing all our efforts and resources on this vision, we will realize our dream of becoming globally recognized as a Tier-1 leader in the communications industry.

We are a knowledge-driven company that values transparent business practices and provides comprehensive solutions to help businesses achieve their goals of rapid product innovation and profitability. Our core values revolve around passion and integrity.

We take pride in being ethical and in nurturing an environment of openness in all business interactions. We respect the courage of personal conviction, and actively cultivate a spirit of inquiry and individual enterprise.
Technology is our passion. We dare to explore new opportunities to find new ways to solve technical challenges. We pride ourselves as being forward thinkers, anticipating market changes ahead of the curve to help our clients stay competitive. At Sasken, we do everything we can to sustain an environment that is conducive to incubating new ideas and creating powerful technology solutions that help our clients succeed.\(^{13}\)

13. SONATA SOFTWARE

Sonata Software is a leading provider of IT consulting and software services globally. Combining unparalleled experience, domain expertise, best practices and comprehensive capabilities across various industries and business functions, Sonata collaborates with customers to help them effectively address their operational challenges and grow their businesses stronger. Headquartered in Bangalore, India, and with a customer base spread across the globe, Sonata has offices in the US, Europe, Middle-East and the Asia-Pacific. With a broad set of capabilities and a proven Global Delivery Model, Sonata is poised to be the perfect partner of global firms in their outsourcing initiatives. IT brings together a unique combination of breadth of capabilities, strong management focus and flexibility in engagement required to make the customer relationships a success. Sonata's services range from IT Consulting to Product Engineering Services, Application Development, Application Management, Managed Testing, Business Intelligence, Infrastructure Management, Packaged Applications and Travel Solutions. Its partnerships with global leaders enable it to work on the latest technologies that leverage to ensure enhanced business efficiencies for the customers. Its proficiency and commitment, combined with partners’ strength and knowledge, makes it a trusted organization to work with.

The company’s culture (in its own words) is as follows:

“Value that Endures is not only a way of life at Sonata, it is also a promise that we make to our stakeholders and ourselves. It’s the creed that guides us in our day-to-day work life in Sonata, no matter what our role or
function. When we make a promise to a customer, nothing stands in the way of making good on that commitment. It is this promise of stability that has earned us distinguished longstanding customers worldwide. Similarly, we stand committed to promises made to our partners and business associates. Challenges and hazards come and go. Our preparedness lies in the deeply-rooted code by which we function, the standards that we live up to, the commitments and expectations that we honour. So long as they endure, Sonata endures.”

14. SUBEXAZURE

Subexazure is a leading global provider of OSS solutions with a mission to empower communication service providers to achieve competitive advantage and deliver new service experiences to subscribers. In just over 10 years, Subex has won a client list that includes 32 of the world's 50 largest telecommunications service providers. The company has more than 300 installations in over 70 countries

Subexazure is organized into three distinct Business Units (BUs), as follows:

✓ Revenue Maximization Solutions BU
✓ Fulfilment and Assurance Solutions BU (formerly Syndesis Limited)
✓ BT Business BU

The company pioneered the strategic concept of Revenue Operations Centre (ROC) - a centralized and integrated infrastructure for end-to-end monitoring, measurement and control of the operator's revenue chain - to foster operational dexterity and, hence, sustained profitability.

The company’s values (in its own words) are as follows:

Subexians will be fair in their engagements with all stakeholders at all points in time. We will not take advantage of anybody or mislead. In any situation where we need to decide based on the merits of a case, we will be fair
to all parties irrespective of the entities/individuals involved. For ease of illustration, some manifestations of this would be:

✓ Trust in each other
✓ Respect for each other
✓ Openness in communication
✓ Issue-based decisions and not people-based
✓ Focus on “what is being said” instead of “who is saying”

15. TATA CONSULTANCY SERVICES

Established in 1968, TATA Consultancy Services has grown to its current position as the largest IT services firm in Asia on the basis of its outstanding service record, collaborative partnerships, innovation and corporate responsibility.

TCS, a part of the TATA group, which was founded by Jamsetji Tata in 1868 is one of India’s most respected institutions today. Its mission reflects the TATA group’s longstanding commitment to provide excellence.

✓ To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services.
✓ To make it a joy for all stakeholders to work with us.

The company’s values (in its own words) are as follows:

**Leading change, Integrity, Respect for the individual, Excellence, Learning and sharing our ability to deliver high-quality services and solutions is unmatched. We are the world’s first organization to achieve an enterprise-wide Maturity Level 5 on both CMMI® and P-CMM®, using SCAMPISM, the most rigorous assessment methodology. Additionally, TCS’ Integrated Quality Management System (iQMS) integrates process, people and technology maturity through various established frameworks and processes.**
From the study of the culture, value statements, vision and mission statements of the select multinational IT companies of Bangalore city, the following shared values of the organisations were identified for analysis:

1. Goal Oriented (X1)
2. Freedom at Work (X2)
3. Openness (X3)
4. Empathy (X4)
5. Team Work (X5)
6. Innovation (X6)
7. Self Development (X7)
8. Fairness / Meritocracy (X8)
9. Fun at work (X9)
10. Work Life Balance (X10)
11. Compliance (X12)
12. Transparency (X12)
13. Flexibility (X13)
14. Initiative (X14)
15. Moral Integrity (X15)
16. Orderliness (X16)
17. Social Equality (X17)
18. Participative Management (X18)
19. Feedback (X19)
20. Cost Consciousness (X20)
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