4.1 Growth and structure of IT Industry in India

4.1.1 Emergence of Software Market

Software industry came into existence in mid 1950’s in an unqualified manner and with a very small size\(^1\). But the actual journey started during 1970’s when IBM in 1969 build the Personal Computer. Subsequently, the industry has grown rapidly and consistently with annual sales of US software Industry from USD 2 billion in 1979 to USD 25 billion in 1985 with a growth rate of 20% a year. During 1960 – 1980’s some of the major players in the US software market were: RAND Corporation, IBM with some minor players Microsoft, LOTUS, Word Perfect, etc\(^2\).

The market gets accelerated when Microsoft contracted with IBM to supply MS-DOS with each IBM computer. Different new operating systems developed by Microsoft and IBM speed up the progress\(^3\). US had its dominance in the promotion of software in those years, whereas Europe also failed to promote software technology due to strong Government intervention\(^4\). During 1990 – 2000, the IT related service sector grew worldwide.

In the face of the volatility in the economic environment and currency, 2011 recorded steady growth for the technology and related services sector, with worldwide spending exceeding USD 1.7 trillion, a growth of 5.4 percent over 2010. Software products, IT and BPO services continued to lead, accounting for

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\(^1\) (Phister, 1979)  
\(^2\) (Campbell- Kelly, 1995)  
\(^3\) (Bakke, 1992)  
\(^4\) (Mane, 2008)
over USD 1 trillion – 63 percent of the total spend. The year saw renewed demand for overall global sourcing which recorded a healthy growth driven by record contracting activity in small size deals, as clients aim to conserve cash flows and at the same time try out new models and service offerings\textsuperscript{5}.

### 4.1.2 The Nature of Software Sector

The generic term, ‘software’ means an organized set of information or instructions, a computer follows to perform a specified task. Software is a programming language (instructions) and utilities that include editors, debuggers, and other tools for multiple uses. Software is mainly of two types: System software and Application software. The basic non-task specific function, responsible for controlling, integrating and managing, the individual hardware component of a computer is called system software. On the other hand, the task specific programs which consists a single program like image viewing, or a small collection of programs known as software packages, or a larger unit called software suite, which is a collection of related but independent programs like Microsoft office, is called application software\textsuperscript{6}. Intermediary software is middleware, the tool interfacing system and application software by generating, retrieving, organizing, manipulating data.

The process where the specifications required by the market are translated into instructions for the computer catering the itemized requirements of the clients, tested for further accuracy and modified to develop newer versions of the program according to the client’s need is called software development\textsuperscript{6}.

\textsuperscript{5} (NASSCOM, 2012) 
\textsuperscript{6} (Barr & Shirley, 1996)
The software market can be categorized on the basis of two main approaches: Software product categorization and revenue model. Software products are mainly four categories: application software, system software, middleware and tools, electronic games. These products are either vend in packaged/built-in format or are tailor made according to the needs of the clients. The major products and services offered by IT and IT enabled services are:

<table>
<thead>
<tr>
<th>IT Sector</th>
<th>ITeS Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software design and Development</td>
<td>Product &amp; Design, Development and Research</td>
</tr>
<tr>
<td>Hardware manufacturing, including all components</td>
<td>Customer interaction and Support services</td>
</tr>
<tr>
<td>Manufacturing of data chips</td>
<td>Medical transcription / translation services</td>
</tr>
<tr>
<td></td>
<td>Legal databases</td>
</tr>
<tr>
<td></td>
<td>Digital content development</td>
</tr>
<tr>
<td></td>
<td>Engineering and design services</td>
</tr>
<tr>
<td></td>
<td>Support centers</td>
</tr>
<tr>
<td></td>
<td>Accounting, Financial and HR services</td>
</tr>
<tr>
<td></td>
<td>Web site services</td>
</tr>
<tr>
<td></td>
<td>Data digitization / GIS and online education</td>
</tr>
<tr>
<td></td>
<td>Network consultancy and management</td>
</tr>
<tr>
<td></td>
<td>Other Business Process, knowledge Process and Engineering Process Outsourcing services</td>
</tr>
</tbody>
</table>


Indian professionals are setting up examples of their proficiency in IT, in India as well as abroad. Information Technology (IT) is the study, design, development, implementation, support or management of computer based information systems, particularly software applications and computer hardware. IT deals with the use of electronic computers and computer software to convert, store, product, process, transmit and securely retrieve information. The main

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7 (Fois & Lysonick, 2012)
8 (Proctor, 2011)
components of IT/ITeS industry are: IT Services, Engineering Services, ITES – BPO, E – Business\textsuperscript{9, 10}. IT Services can further be categorized into Information Services (IS) outsourcing, packaged software support and installation, systems integration, processing services, hardware support and installation and IT training and education. Engineering Services include Industrial Design, Mechanical Design, Electronic System Design (including Chip/Board and Embedded Software Design), Design Validation Testing, Industrialization and Prototyping. IT Enabled Services are services that use telecom networks or the Internet. For example, Remote Maintenance, Back Office Operations, Data Processing, Call Centers, Business Process Outsourcing, etc. e-Business (electronic business) is carrying out business on the Internet; it includes buying and selling, serving customers and collaborating with business partners\textsuperscript{11}.

4.1.3. The Indian Market

The phenomenal growth of the industry, which has accelerated the economy of the nation by contributing towards a steady growth in GDP and created a dramatic change in the employment scenario, is none other than the “IT industry” in India. The software industry in the last two decades has emerged as the major exporter of the software products to the world market. India is a preferred location for the foreign multinationals to offshore their IT and back office jobs. The IT industry has changed the global image of India from a poverty stricken country with uncontrolled population growth and a high rate of

\textsuperscript{9} (Balasubramanian & Antony Joe Raja, 2010)
\textsuperscript{10} (Coopers, 2010)
\textsuperscript{11} (Virani, 2011)
unemployment, to a global hub of “techno – talents”. IT industry has integrated the country to the world economy.

To revive from heavy economic crisis, the high fiscal deficit and the severe problem of unemployment, Government of India had relaxed the control over the foreign direct investment and international capital movements so that the international companies can create subsidiaries in India. This created a road map for the IT investors towards India. The Indian companies like TCS, Wipro started labor arbitrage with the foreign multinationals and the process were termed as “body shopping”. Under this process, the companies deploy their Indian workforce to the client on-site to provide solution and services to the worldwide clients. Introduction of “Software Park Technology India” (STPI) in 1999 provided tax exemptions to the software exports and facilitated through process support to the companies to adopt the quality policies like ISO, CMM level. By now the Indian engineers were very much experienced in providing software solutions; they learnt about the business process reengineering and also how to develop software products, etc. The infrastructure of IT industry started maturing emphasizing more towards R&D, and software product development. The Indian IT companies started providing complex business solutions, product management solutions to their offshore clients. Various Indian companies got the CMM level certification within a few years. The Indian engineers adopted the sophisticated “Software Process Improvement” techniques and Indian companies were able to grab the international market by providing more and more “off-shore solutions” to their clients by delivering quality service at a competitive price. The big Indian multinational started creating their local hubs and delivery
centers in foreign countries and strive to get more and more knowledge based projects in comparison to the product development only. In 2011, the Indian multinational companies established almost 560 delivery centers in 70 foreign countries across the globe. More and more foreign companies are being acquired by the Indian companies. The IT services sector is growing fast in software testing and information system outsourcing. The growing segments in IT services are: IT education and training, IT solutions and support, network consulting, software testing, application management, information system outsourcing, CAD. The BPM (Business Process Management) segment is gaining popularity, and earned 7.38 bn US$ by customer interactions, 2.52 bn US$ in the vertical specific BPO services, 4.14 bn US$ finance and accounting solutions, 0.36bn US$ by HR outsourcing in 2013. The BPM segment is increasingly focusing on analytic based verticals like market research, data management, legal services, and analytics. The global market share of India as of 2010 – 11 was 7.8%.

Figure 4.1 World Market of Computer Software/ Services: 2010 - 11

Source: http://www.escindia.in/ 1

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12 (Messner, 2009)
13 (NASSCOM, 2013)
14 (Esc, 2011)
Large number of multinationals like Siemens, Philips, Intel, Motorola, Texas Instruments, Lucent technologies, Google, Yahoo, Accenture, HSBC, GE capital, IBM, CISCO, Oracle, Microsoft, Nokia, Axa Business Services, Swiss shared services, are operating in the areas of integrated chip design, system software, communication software, R&D centers, support sector, captive support sector, BPO sector in India\(^\text{13}\). India IT/ ITes companies are mainly exporting the software products and services to the verticals as: BFSI, Hi tech / Telecom, manufacturing, retail, healthcare, T&T, construction and utilities, and other sectors. According to NASSCOM, the revenue earned by the IT/ BPO companies from 2002 – 2009, by exporting the software products and services to these verticals are:

**Figure: 4.2 Indian IT - BPO revenue by Verticals in 2009**

Source: NASSCOM 2010 \(^\text{14}\)
The country has grown earning revenue from a mere $50 million in the late 1980s to a $108 billion in 2012 – 13 fiscal years. The following table shows the growth pattern of India in software exports.

<table>
<thead>
<tr>
<th>Year</th>
<th>Exports (US $million)</th>
<th>Growth over the previous year (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1987 – 1988</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>1988 – 1989</td>
<td>67</td>
<td>29</td>
</tr>
<tr>
<td>1989 - 1990</td>
<td>100</td>
<td>49</td>
</tr>
<tr>
<td>1990 - 1991</td>
<td>128</td>
<td>28</td>
</tr>
<tr>
<td>1991 - 1992</td>
<td>164</td>
<td>28</td>
</tr>
<tr>
<td>1992 - 1993</td>
<td>225</td>
<td>37</td>
</tr>
<tr>
<td>1993 – 1994</td>
<td>330</td>
<td>47</td>
</tr>
<tr>
<td>1994 – 1995</td>
<td>450</td>
<td>36</td>
</tr>
<tr>
<td>1995 – 1996</td>
<td>734</td>
<td>63</td>
</tr>
<tr>
<td>1996 - 1997</td>
<td>1100</td>
<td>49</td>
</tr>
<tr>
<td>1997 - 1998</td>
<td>1759</td>
<td>60</td>
</tr>
<tr>
<td>1998 - 1999</td>
<td>2600</td>
<td>48</td>
</tr>
<tr>
<td>1999 - 2000</td>
<td>3400</td>
<td>31</td>
</tr>
<tr>
<td>2000 - 2001</td>
<td>5300</td>
<td>56</td>
</tr>
<tr>
<td>2001 - 2002</td>
<td>6200</td>
<td>17</td>
</tr>
<tr>
<td>Year</td>
<td>Exports (US $million)</td>
<td>Growth over the previous year (%)</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>2002 - 2003</td>
<td>7100</td>
<td>15</td>
</tr>
<tr>
<td>2003 – 2004</td>
<td>9200</td>
<td>30</td>
</tr>
<tr>
<td>2004 - 2005</td>
<td>12200</td>
<td>33</td>
</tr>
<tr>
<td>2005 - 2006</td>
<td>23718</td>
<td>49</td>
</tr>
<tr>
<td>2006 – 2007</td>
<td>33757</td>
<td>42</td>
</tr>
<tr>
<td>2007 - 2008</td>
<td>43467</td>
<td>29</td>
</tr>
<tr>
<td>2008 -2009</td>
<td>49540</td>
<td>14</td>
</tr>
<tr>
<td>2009 – 2010</td>
<td>51001</td>
<td>29</td>
</tr>
<tr>
<td>2010 – 2011</td>
<td>57616</td>
<td>13</td>
</tr>
<tr>
<td>2011 – 2012</td>
<td>68021</td>
<td>18</td>
</tr>
<tr>
<td>2012 - 2013</td>
<td>75000</td>
<td>10</td>
</tr>
</tbody>
</table>

Source: (Bhatnagar & Dixit, 2004) and Esc, 2011

IT enabled services is moving up in the value chain knowledge process outsourcing (KPO), legal process outsourcing (LPO), games process outsourcing (GPO) and design outsourcing, among others. The country has witnessed an unparalleled growth in earning revenue from the IT/ ITes/ BPO / KPO industry, than any other industry in last two decades. The industry has created a significant mark on the Indian industrial map with 8% GDP share, which is 3 times in the last 10 years, 24% of the India’s total export share, which has increased 5 times in last 10 years. It has created 3 mn direct employments and is accounted for almost 52% of India’s share in the global sourcing market with 450+ startup companies. India is now recognized globally due to her technically competent young English speaking knowledge workers having in depth domain knowledge, experience and expertise to deliver quality service to the worldwide clients.

India is a popular destination to invest as:

1. Largest pool of technically qualified IT manpower pool (Over 2 million graduate students every year)
2. Enormous skills at a competitive cost than the other developing nations (122,000 Engineers every year).

3. Wide range of services and support to the sophisticated software systems

4. Experience richen large global indigenous companies

5. Expertise on a wide variety of platforms

6. Highly committed and accommodating work force.

The IT software and services sector (including hardware) accounted for aggregated revenue of US$ 74.2 billion in 2010\(^\text{15}\), US$ 88.1 billion in 2011\(^\text{16}\), US$ 100.9 billion in 2012\(^\text{17}\) and US$ 108 billion in 2013\(^\text{18}\). The industry has differentiated in a unique way in business service and delivery model. The industry is moving up in the value chain by increasing end to end delivery, integrating SMAC (Social, mobile, analytic and cloud service) technologies, which is delivering an organization a new enterprise IT model which is more connective, collaborative, real time and productive\(^\text{19}\), creating M&A deals for domain knowledge and specific skill utilization.

The new decade has changed the entire business models in India dramatically:

<table>
<thead>
<tr>
<th>Business Models</th>
<th>Past Decade</th>
<th>Current Decade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent</td>
<td>• Largely Indian domestic work force</td>
<td>• Consideration to global work pool</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tier I/ II/ III city focus</td>
</tr>
<tr>
<td>Business Models</td>
<td>• India Centric FTE based model</td>
<td>• Non – pricing models – pay per use, gain sharing, outcome based</td>
</tr>
<tr>
<td></td>
<td>• Tier I city focus</td>
<td>• Increased global delivery</td>
</tr>
<tr>
<td></td>
<td>• Time and material contracts</td>
<td>• Focusing on Tier II/ III cities</td>
</tr>
</tbody>
</table>

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\(^{15}\) (NASSCOM, 2010)
\(^{16}\) (NASSCOM, 2011)
\(^{17}\) (NASSCOM, 2012)
\(^{18}\) (NASSCOM, 2013)
\(^{19}\) (Cognizant, 2013)
Table: 4.3 Difference in Operation of IT Industry in last two decade

<table>
<thead>
<tr>
<th></th>
<th>Past Decade</th>
<th>Current Decade</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customers</strong></td>
<td>• Tier I city focus</td>
<td>• Increasing client relationship in the core markets</td>
</tr>
<tr>
<td></td>
<td>• Transaction relationship with fortune 500 companies</td>
<td>• Focus on the domestic market</td>
</tr>
<tr>
<td></td>
<td>• Concentration on BFSI, manufacturing and Hi-tech telecom verticals.</td>
<td>• Increased solution to the Government, health care sector, retail and utilities verticals.</td>
</tr>
<tr>
<td></td>
<td>• English speaking geography focus (US/ UK)</td>
<td>• Focus on non-English speaking geographies (Continental Europe, Asia Pacific, Latin America, etc.)</td>
</tr>
<tr>
<td><strong>Service Lines</strong></td>
<td>• Focus on the technologies like ADM, CIS, F&amp;A, RIM, testing</td>
<td>• System integration, design, business intelligence, knowledge service, vertical specific services, More concentration towards software products and IP creation</td>
</tr>
</tbody>
</table>

Source: NASSCOM Analysis: Perspective 2020

The industry has extended the cost advantage by changing the employee mix, moving to tier 2/3 cities, by making future-ready professionals. The industry is showing an incredible growth trend by increasing the number of global centers from 460 in 2008 to 580 in 2012 with M&A deal value 1.4 bn US$ in 2009 to 3.3 bn US$ in 2012. The CAGR has increased over 8% and the revenue/employee have increased to 121 point in 2012 taking 2008 at indexed to 100. The percentages of domain specialists among total employees are increasing (10% in 2009 to 12% in 2012), attrition rate is showing a declining trend (18% in 2010, 15% in 2011, and 13% in 2012) as the employee investments and HR policies in the industry are paying. The success stories of Indian IT firms are quite encouraging. WIPRO had acquired OKI Techno Centre Singapore Pte. Ltd., in cash deal of USD 2.5 mn to win the area of semiconductor design services in 2007-08. The centre is known as Wipro Techno Center Singapore Pte. Ltd. TCS

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17 (Wipro, 2008)
has earned revenue US$ 11.57bn in 2013, and has 199 offices in 44 countries\textsuperscript{21}. Kolkata based Ontrack solutions has made overseas presence through their global delivery centers, Ontrack Systems (UK) Limited, Ontrack systems (Australia) Pty. Ltd., Ontrack Systems (UAE) Limited. HCL in 2009 has won five-year deal with media conglomerate News Corp to manage its data centres and IT across British newspapers in December worth US$ 200-US$ 250 million. In 2009, three giant IT vendors in India, Infosys Technologies, Cognizant Technology Solutions and UST Global were selected by Walmart, for multi-year contract worth USD 600mn.

It is clear from the above elaborate deliberation the trend in IT businesses and India’s current position in the global market. Government has also initiated many policies facilitating the growth of the importance. From the last two decades the various operations of this industry is the attractive area of study. The nature of the job, the operations, and the HR practice are unique and progressive. West Bengal is now one of the major and captive locations for investment. In Kolkata there are several medium and small companies are earning a huge profit, accelerating the economic growth of the states, and also creating their own business presence worldwide. These companies are different in their man management issues, HR challenges and people aspirations. So before understanding the appraisal practice by these companies, the position of West Bengal, Government initiatives in the IT market must be studied.

\textsuperscript{21} (TCS, 2013)
4.1.4 The rising Bengal: it’s profile

India has grown over a 9% in the last decade, but the growth pattern of every state was not the same as the whole country\textsuperscript{22}. West Bengal, being a major growth partner of the country, contributed 116.1 billion USD as the gross state domestic product (GSDP) in 2012 – 13, which is 6.7% of all states GSDP and it augmented with a CAGR of 16.1% during 2008 -2013. West Bengal has a population of 7.81% out of the total population of the country as per the census 2001 and is the sixth largest economy of the country\textsuperscript{23}. West Bengal has been always a popular destination for the foreign investors in various areas. According to DIPP (Department of Industrial policy and promotion) the state has observed a sharp rise in FDI inflow from April 2000 to February 2013, with an increase of 2.2 billion USD. West Bengal is now one of the most important IT hubs of the country. There are a number of reasons which drive the foreign multinationals as well as the big multinational Indian companies to invest in the IT/ ITes/ BPO business in Kolkata, like:

(i) Excellent pool of talents with a focus on specialized domain knowledge: The state every year is producing a huge talent pool of West Bengal, especially English speaking college graduates (technical as well as non technical) from her 22 Universities (18 State Universities, 1 Central University, 1 deemed University), 95 Polytechnics, 49 Industrial training institute and industrial training centers, 15 medical colleges. The state government also facilitates and promotes education as shown from the

\textsuperscript{22} (Planning Commission, 2010)\textsuperscript{23} (IBEF, 2013)
budget expenditure for education, art and culture of the state, which was US$ 3,155.4 million, implying a CAGR of 12.2 per cent during 2010-12\textsuperscript{24}.

(ii) Government policy, favoring the investment in the IT business: IT/ ITes industry has 16 SEZs locations approved by Government in West Bengal. 11 acres of land has been procured at Sonarpur (24 Paraganas, South) to create an Integrated Hardware park. The State Government is providing subsidies like: state capital investment subsidies, interest subsidy/training subsidy, employment generation subsidy, refund of stamp duty and registration fees, etc. The state planned to build 26 IT parks with total investments of Rs. 520 crore, which will produce 26,000 direct employments and 156,000 indirect employments\textsuperscript{24}.

(iii) Low cost of operation: The state has provided a competitive advantage to the IT companies by providing best fiscal incentives, comparatively lower Consumer price index than many of the other states in India. Comparatively low salaries of the freshers’ are and also low attrition rates are providing an aggressive benefit to the state\textsuperscript{25}.

(iv) Best infrastructure facility: The state provides an excellent infrastructure facility through outstanding telecommunication connectivity, built up space for land, continuous supply of power at a cheaper rate, superior intra – state and inter- state connectivity as well as with the rest of the World, an excellent social infrastructure, with some of them are of international repute\textsuperscript{26}.

\textsuperscript{24} (Bengal, 2013)
\textsuperscript{25} (Bengal, "West Bengal’s New Policy on IT-Enabled Services", 2003)
West Bengal attracted 2.3 billion USD of FDI equity (FDI inflows for Reserve Bank of India’s (RBI’s) Kolkata region, which includes West Bengal, Sikkim and Andaman & Nicobar Islands), which was 1.17% of total FDI inflows in India, during the year 2000 – 2013, most of which was in IT industries. It generated a huge amount of employment, helped the state to expedite the development and infrastructural facilities. The Government has taken the initiative to develop infrastructural facilities in tier II and tier III cities (Durgapur, Asansol, Kharagpur, Kalyani, Siliguri) to attract more FDI in IT/ ITes business. IT Hubs and/or Incubation Centers are also planned to be developed in some identified cities such as Falta, Haldia, Barjora, and Purulia26. The total IT exports from software technology parks (STPKs) and non-STPK Parks in West Bengal accounts for almost 1.65 billion USD in 2011-12. The state Government plans to increase its share of the country’s IT exports to 25 per cent from 3 per cent in 201424.

4.2 Company Profile

4.2.1 TCS (Tata Consultancy Services)
Formed in 1968, TCS is India’s first software company, established as a division of TATA Sons. TCS Ltd. started working as a separate entity since 199526. TCS is the largest IT Company in India; Asia’s largest global software and Services Company; and the sixth fastest growing consultancy organization in the world27 with 2, 76,000 world’s best trained IT solutions provider workers in 44 organizations23.

26 (TCS, Corporate Fact Sheet, 2013)
27 (Department of Information Technology and Electronics, 2012)
Set up in 1976, TCS Kolkata is the largest ISO certified software house in eastern India. It provides some of the world’s most complex applications and next generation information technology infrastructure, by combining in-depth knowledge of diverse business domains with expertise across various technologies\textsuperscript{28}. In 2011 Fiscal year TCS earned 24.3% increase in revenue which amounts to 37,325 crore. Net profit increased 29.5% and amount to 9068 crore\textsuperscript{24}. TCS achieved a real height of 29% revenue of Rs. 62,989 crore and 34% net profit of Rs. 13,917 crore in 2012-13. TCS has three main business areas: (1) IT Services: technology skill and integrated processes delivered to its customer Worldwide, (ii) Business Solutions: offering different businesses consultancy from ideation to implementation, (iii) Outsourcing: Provides outsourcing services to the businesses at reduced cost\textsuperscript{25}. The portfolio of Offerings from the company provides its clients a wide range of IT solutions, consulting, business process outsourcing (BPO), engineering services and IT infrastructure services. For small and medium enterprises (SMEs), TCS offers a unique technology and service model “TCS IT – as – a – service” to offer business solutions. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model\textsuperscript{TM}, recognized as the benchmark of excellence\textsuperscript{26}. TCS is offering some unique products using distinctive technology like TCS BαNCS, a portfolio of products offered to the Banking sector, Capital Market and Insurance, also to the Health care Industries. TCS is using a unique and innovative idea of Process clouds or cloud computing to provide a solution for Human Resource Management, procurement, also in the

\textsuperscript{28} (itwb, 2012)
finance and accounting field\textsuperscript{25}. TCS is providing its corporate social responsibility towards society in Education, Health, and Environment area. Over 6,600 TCS volunteers and families provided education and skills development to 10,225 children and partnered with 65 institutes in China, Ecuador, India, South Africa and UK. Over 4,000 villagers across Delhi, Maharashtra, Orissa and Tamil Nadu were benefited through rural development initiatives. TCS raises funds for cancers and other health problems. TCS provided complete integrated Hospital Management System with necessary IT Infrastructure free of cost in Chennai Cancer Hospital. It is also providing solutions to climate change in 2011\textsuperscript{25}.

The TCS organizational structure encompasses the functional areas like: marketing, corporate communications, R&D, Human Resources, delivery governance, legal, finance, company secretary and treasury, chief compliance officer, security. The industry services units comprise verticals like: banking and financial services, insurance and healthcare, life sciences, energy resources and manufacturing, telecom, media, hi-tech and utilities, retail and CPG, travel and hospitality, Government. Services unit includes global consulting practice, engineering and industrial services, infrastructure services, BPO, global delivery network, assurance services, enterprise solution, alliances, internal IT, digital solution and strategic growth units includes TCS financial services, small, medium business and platform BPO\textsuperscript{29}.

TCS has also set benchmarks in dealing with internal Human Resource and talent management. Sound manpower planning, Proper HRD and talent acquisition strategies have made TCS an employer brand. TCS is ranked as “top

\textsuperscript{29} (TCS, “TCS Annual report 2012 - 13”, 2013)
employer for 2014” for two consecutive two year in Belgium, Australia, Netherland, and Europe. TCS UK had won gold awards for “innovation in learning”.

4.2.2 CTS (Cognizant Technology Solution)

Cognizant Technological Solutions was founded as a technological arm of Dun and Bradstreet in 1994. Headquartered in Teaneck, New Jersey, US, the company is a member of NASDAQ – 100, S&P 500, Forbes global 2000, and Fortune 500. CTS have over 50 delivery centers with 171,000 employees in 2013. CTS had earned a revenue 33.3% with net income 20.4%, employing 1,37,700 employees worldwide in 2011. CTS earned revenue of USD 8.84 bn almost a 20% growth every year. CTS have earned 41.3% of the total revenue from financial services, 26.3% from health care vertical, 20.4% from manufacturing/retail/logistics, 12% of information, media, entertainment, communication, high technology in 2012.

Cognizant is a leading market player to provide Information Technology services, IT Infrastructure and Business Process Outsourcing services to its clients. The company has developed core competencies in the areas of business process, operations and IT Consulting, application development and systems integration, enterprise information management, or EIM, application testing, application maintenance, IT Infrastructure Services, or IT IS, and Business and Knowledge Process Outsourcing, or BPO and KPO. The company is providing its services towards the following verticals: Financial Services, Healthcare,
Manufacturing, Retail and Logistics, Communication, Information, Media and Entertainment and Technology. The portfolio of product contains some unique product like “Two-in-a-Box™ client relationship model” with a seamless global delivery experience, Multifaceted client partnership architecture yielding high customer value and continuous alignment with client teams, Commitment to measuring the full value of outsourcing with Cognizant’s Return on Outsourcing™ proprietary methodology (ROO)1 based on a proven record of delivering results and Financial success and sound management record resulting in continuous innovation, new services and higher value creation. It is differentiated from its competitors by (i) “Client-first” culture of customer satisfaction, (ii) Distinct identity of multicultural workforce and culture, (iii)

Dedicated to building intense, sustainable and long-term client relationships based on collaboration, customization and quality, (iv) Access to the best global IT resources and skills resulting in intellectual arbitrage advantage for our clients, (v) Financial re-investment strategy enabling optimal balance and value for onsite/offshore model, (vi) Widely recognized for superior transition and knowledge transfer processes and close cultural fit with clients, (vii) Integrated services approach and flexible business practices, (viii) Industry/domain depth and expertise, with a vertical go-to-market approach, (ix) Service delivery enabled by Cognizant 2.0, a proprietary, Web 2.0-based platform that enables knowledge sharing and collaboration across global teams to benefit every customer engagement.

Cognizant believes in an innovative and entrepreneurial culture and developing passionate workforce to deliver value to the stakeholders. Cognizant
had 800+ transformational, multinational, multi service active clients in 2012. The company is delivering high quality service and value addition to the customers through high performance and quality technical support, training and support, competitive price, responsiveness to customers. The core competence of the company lies with their investment in infrastructure and research and development, well structured recruitment, training and retention pattern, a highly competent and skilled workforce, the continual focus on process improvement and knowledge capture.

Cognizant has won seven awards at TESTA 2013, the European Software testing awards for outstanding contribution in the software testing and quality assurance market. In 2013, Cognizant also won the award “Informatica Innovation Award” in the Test Data Management/Data Masking category for demonstrating leadership in using “Informatica” solutions to drive business.

8.2.3 IBM

IBM had started its journey on 16th June, 1911 as a computing – Tabulating – Recording Company with 4,26,751 employees worldwide in 2012 (IBM website). IBM is present in India since 1992, working in 14 cities and 200 towns in India, with 73,000 employees in 2007 (IBM fact sheet, 2007). With its giant presence in the software market, IBM earned US$ 107 billion revenue in 2011 which is 7% up from 2010. IBM is offering services (i) Business Analytics and Optimization, (ii) strategy and transformation (iii) Financial expertise (iv) mid market expertise. IBM offers a wide range of technology and consulting

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33 (Cognizant, "COGNIZANT IN THE NEWS", 2014)
34 (Cognizant, 2013)
services to its clients. The product portfolio contains middleware for collaboration, predictive analytics, software development and systems management; and the world's most advanced servers and supercomputers. IBM spends almost US$6 billion in R&D. IBM specializes in IT Services, Consulting, Business Analytics & Optimization, CRM, ERP, security, software, strategy, storage, disaster recovery, enterprise architecture, BPM, Smarter Planet, Outsourcing, semiconductors, microprocessors. IBM is providing their service towards corporate social responsibility in the field of Education, Disaster relief and recovery, Employee Engagement, and Environment. IBM has helped over 15 Indian state governments to drive e-governance related projects. IBM is also a pioneer in Human capital management. They have their own learning centers to provide development and manage competencies of their employees.

### 8.2.4 WIPRO

One of the India’s most trusted brand with a history of a long journey, which started at 1945, as Western India Vegetable Products Limited in Maharastra. Wipro is now a global leader offering IT services and consultancies to the worldwide clients. Wipro entered the IT products business in 1982 and in 1993, started IT services. WIPRO is a leading brand in the area of information technology services and outsourcing to almost 900 clients over 61 countries, with 1,45,000 employees and earned USD 6.9 bn revenue in the financial year 2013. Azim Premji, the chairman of Wipro, has promoted the company to a 6.9 bn

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35 (WIPRO, 2014)
36 (WIPRO, "About WIPRO", 2014)
USD, IT services providing and a BPO company from only a 2 mn dollar hydrogenated cooking fat company in 1960.

With a varied expertise and huge domain knowledge, WIPRO offers a wide range of IT, BPO and R&D services to the world. Having 25 years of experience, WIPRO is the pioneer in Indian market to operate the quality policy and methodologies like Six- Sigma, Lean Manufacturing, Kaizen, CMM practice, and provided unmatched value to its’ customers. The approach is known as ‘Wipro - way’. The company is the world first company to get PCMM level 5. The company is the world’s largest independent R&D service provider. Wipro is offering its customer, a wide range of services like: analytics and information management, business process outsourcing, consulting services, product engineering solutions, application services, cloud services infrastructure management services. Wipro is providing services and solutions to the verticals as: banking, hi-tech, retail, consumer goods, manufacturing, telecom, energy, media, health care, utilities, pharmaceuticals and life sciences, financial services etc.

Wipro has attained the sustained growth by 1) keen customer focus by creating and maintaining a relationship with the customers and delivering value through excellent and consistent performance by the use of technology and sharp business focus. 2)

The core principles guiding the values delivered to the customers are 1) creating an intensity to win through innovative and excellent team and putting the customer first, 2) act with sensitivity by creating a culture of mutual respect,
and thoughtful and responsible workforce, 3) creating integrity by promoting a culture of delivering the commitment, honesty and fairness in practice.

4.2.5 L&T InfoTech

L&T Infotech, an SEI – CMM – 5 level certified company, is a global IT services and solution provider, ranked 15th among the IT companies by NASSCOM in 2012. Larsen & Toubro, a premier engineering company and infrastructure builder of India is working from almost seven decades, is the parent company of L&T Infotech. L&T is a company working in the areas including technology, engineering, manufacturing, and infrastructure, and also a premium company practicing an innovative human resource management practice from the time of their inception. L&T Infotech, originally founded as L&T Information Technology (L&T – IT), a complete subsidiary of Larsen and Toubro. The company changed its name in 1995 as L&T Infotech. L&T Infotech has achieved a competitive advantage by their unique business proposition “Business – to – IT connect”. High skilled workforce with deeper domain knowledge delivers efficient IT solutions driven by business context to the clients. The company has 39 registered offices in 22 countries. A large number of prestigious companies are the strategic alliances of L&T Infotech to deliver competitive advantage to the company and provide value added and highly technically efficient service to the clients. The strategic alliances are: Microsoft partners, Progress Software, SAP services, Oracle platinum partner, Collabnet, Actuate, Seeburger Business Integration, Building Societies Association, Cloud

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37 (Infotech, 2014)
38 (Larsen & Toubro, 2012)
Access 360, People soft, HPCC Systems, and some more\textsuperscript{39}. The industry verticals enclose energy and process, CPG, retail and pharma, Hi-tech and Consumer Electronics, Plant equipment and Industrial Machinery, Auto and Aero, Utilities etc., and industry horizontals include SAP, Oracle and Microsoft, Enterprise integration, manufacturing integration systems. Services cluster includes verticals: industrial product, product engineering services, process engineering, transportation, medical devices, and horizontals include software testing, infrastructure management services, business intelligence and data warehouse, mobility solutions etc\textsuperscript{40}. The business has reorganized it into three clusters: services cluster, industrial clusters, telecom sector. L&T Infotech is proud to have some of the global leaders as their clients like Bharat Petroleum, Hitachi, Lafarge. The company revenue grew by 22.1\% in financial year 2012 – 13, managed by a 43.1\% contribution from services cluster, 45.3\% from from industry cluster, and 11.6\% of telecom cluster. The company has initiated corporate social responsibility initiatives – “1 step” integrated with different NGO’s. In 2013, the most important CSR initiatives are: “Joy of Giving (JOG) Week at L&T Infotech” included several blood donation camps, medical camps for underprivileged school children\textsuperscript{41}.

The company is focusing on the hiring, developing and retaining the best talents from the market. The company creates a talented, passionate and committed workforce through competency development, role and career progression, competitive compensation and benefit benchmarked with global

\textsuperscript{39} (Infotech, “About Us: Alliances”, 2014)
\textsuperscript{40} (Larsen & Toubro, 2013)
\textsuperscript{41} (Larsen & Toubro, , 2013)
competitors. The company believes in a performance oriented culture through employee engagement and empowerment and teamwork\textsuperscript{41}.

\textbf{4.2.6 ORACLE India}

Another large multinational company, working in India is “Oracle India” which is making the IT solutions easy and simple to clients by integrating hardware and software together through cloud and data centers, serving over 4,00,000 customers in 145 countries worldwide. Oracle has over 1,20,000 employees including 35000 software developers and engineers, 18,000 support personnel, 18000 consulting experts, and more million developers worldwide. Oracle has earned revenue of 37.2 bn USD in FY 2013. Oracle’s database has been ranked as world’s number 1 enterprise database helping the enterprises to improve their operational effectiveness. Oracle provides one of the best cloud computing solutions to the World like SaaS (Software as a Service), etc. Oracle has achieved a leadership serving the sectors like: banking, communications, construction, education, financial services and insurance, life sciences and healthcare, manufacturing, professional services, public sector, retail and wholesale\textsuperscript{42}. Oracle is proud to announce to have a diverse workforce including overall 37% minority employees, 29% female employees, 34% minority managers, 25% female managers\textsuperscript{43}.

Oracle is practicing a unique an innovative idea to have an employee resource groups (ERG) and employee affinity groups (AG). These groups are the employee networks which cater to the employees needs. The members of these

\textsuperscript{42} (OracleIndia, “Oracle fact sheet”, 2014)
\textsuperscript{43} (OracleIndia, 2014)
groups help the employees to communicate with the people of similar interest across the business and geographies, offering benefits and opportunities like: career and professional development, networking and support, community involvement, forums to exchange information and share ideas, mentorship, etc. The company promotes an innovation oriented culture by providing flexibility through alternative work schedules, commuter programs, teleconferencing tools for meetings, telecommuting from home or another remote location, and leave policies that allow our employees to continue making productive contributions to the workforce while also attending to family and other responsibilities; encouraging collaboration, offering programs that foster individual growth and success, facilitating open communication. The company accommodates disability and access requirements by providing tools, information, and resources that allow them to be fully productive in their positions at Oracle. Work spaces, conference rooms, cafes, and other facilities on Oracle campuses are accessible to all. For example, Oracle supports their deaf employees by providing them interpreter Services, which provide sign language interpreting and related support services. Oracle is also providing a growth centric culture by giving the employees e-learning facilities, regular mentoring, women leadership trainings, and Oracle education foundation.

4.2.7 Tech Mahindra Limited

A 2.67 USD billion information technology service and solution providing company, with 83000 people, in 49 countries, Tech Mahindra is a part of Mahindra group, 16.2 billion USD company and is one of the market leaders in
tractors, utility vehicles, information technology, and vacation ownership businesses. The journey started with the inception of Mahindra British Telecom in 1986. In 1987, Satyam computer services started as a private limited company. In 1998, Satyam infoway (Sify), the first Indian internet company enlisted on NASDAQ. In 2002, MBT started MBT software technologies pte. Ltd., at Singapore and was assessed SEI CMM level 5 by KPMG. Satyam started BPO at Hyderabad. The name changed to “Tech Mahindra” in 2006, and started a joint venture with Motorola Inc. In 2009, Tech Mahindra completed the corporate acquisition of Satyam computers, and rebranded as “Mahindra Satyam”. In 2012, merger of Tech Mahindra and Mahindra Satyam were announced and also acquisition with Hutchison Global services and Comviva Technologies limited completed. The company is one of the leading five companies of India, providing IT services and solution to the World. The company encompasses a bunch of services like: Telecom Services, Consulting, Application Outsourcing, Infrastructure Outsourcing, Engineering Services, BPO, Platform Solutions and Mobile Value Added Services. With an impeccable track record, Tech Mahindra has over 17 sales offices and 13 delivery centers in almost 30 countries.

The company advocates for three value systems: alternative thinking, change orientation and pro-action. The organization is encouraging its’ people part to be contented by providing a quality of work life, feedback culture and employee empowerment. The organization also promotes a learning culture by specialized education, mentorship schemes, competency identification and

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44 (TechMahindra, 2013)
45 (TechMahindra, "The Corporate Timeline", 2013)
development process, and leadership skill building programs. The company has an innovative practice of ‘shadow board’, where 10 – 12 internal associates from different sectors form a forum after a rigorous selection process. This forum helps the company to think differently through fostering innovative ideas from different parts of the company and helps the senior management of the company to incorporate new ideas and strategy.

4.2.8 Capegemini

The Journey of the company Capegemini, started in 1967 in Grenoble, France, when Serge, Kampf decided to start an IT company to seize the opportunity that was created with the technological and societal change after the introduction of colored television and the society were enthusiastic to watch the upcoming Olympic games in 1968, in France. The Capegemini is now having a global team of 1, 30,000 people in 44 countries and creating 4370 job opportunities. Capegemini started their business in India in 2000. The company provides IT services, business consulting, and outsourcing services to their clients. The company overall earned more than 10 billion euro in revenue in 2012 with an operating margin of 787 million euro. i.e., 7.7% of the consolidated revenue. It was reported in the corporate fact sheet, Capegeminin, 2012 that more than 40000 people in India were working for Capegemini, which is almost one third of the of the group’ s employee strength making is one of the important Global delivery centers. In 2012, the unique interactive showcase CUBE (CUstomer BUusiness information management Experience), center of excellence

46 (Capegemini, Group Overview: History, 2013)
47 (Capegemini, 2013)
Capegemini, India, designed a high value added business analytical solutions for the group’s clients over all the sectors including retail, media and entertainment, telecom and utilities48.

The company is practicing a development oriented culture to create a delighted workforce by honoring the mutual differences, practicing a fair performance management policy, providing career flexibility based on industry expertise, technical capabilities, consulting skills and outsourcing delivery, facilitating development even by providing ‘Capegemini University’, value expertise and achievements through the promotion of a reward and recognition program, promoting leadership and knowledge sharing through creating professional interest communities and networks and sharing of ideas49.

4.2.9 RS Software (India) Ltd

The Kolkata based software company that specializes in providing customized software solution to the payment industry, started its journey from 1991. The company provides unique software services to the clients operating in the electronic payment industry related to credit cards, debit cards, loyalty card, etc. The company provides software services like: custom application development, quality assurance and testing, application maintenance and support and also provides strategic consulting to their clients50. R S Software has observed a steady growth in earning revenue from 25 million USD in 2007-08 to 64 million USD in 2013 – 1451. The company is one of the leading software

49 (Capegemini, "Our Commitment to Our People", 2014)
50 (RSSoftware, "About Us", 2014)
51 (RSSoftware, 2014)
company in the eastern region with more than 1030 people with 30 in UK, 236 in US, 57 in Singapore, 707 in India. RS Software ranked 17th and has been listed by the Outlook Business as the fastest growing companies in India, and appeared for the first time in the year 2012 in Forbes ‘Asia’s 200 best under a billion’. The company has achieved global benchmarking for best quality practice of P-CMM level 3 in 2000.

The company is being preferred by the employees as it provides industry leading compensation, a performance appraisal system that promote high performance linked bonus over the CTC, structured and systematic career planning with 90 days goal, a well managed reward system, development opportunities, flexi-time and flexi-space facilities in work, opportunity to work at different global locations, etc. The organization also provides the complete health insurance scheme for the employees including parents, employee’s stock options plan, employee referral incentive plan, and educational reimbursement program, etc.

4.2.10 Data Core (India) Pvt Ltd

Data core (India) Pvt. Ltd., has proven their competence in delivering high impact and cost efficient service technology cost-efficient technology consulting services, software product and projects, industry solutions, outsourcing services and business-critical IT-enabled managed services (BPO/KPO) to their clients across the Globe. Data core (India) Pvt. Ltd., a leading global technology consulting and IT service providing organization, incorporated in 1988 and is a part of 200 million USD multi disciplinary engineering

\[52\] (EconomicsTimes, 2014)
conglomerate - The DCPL Kuljan group\textsuperscript{53}. Data core extends its services to the Port Logistics, Healthcare, Education, Media & Publishing, Engineering, Real Estate & Hospitality sectors etc. The company is a CMMi Level 3, ISO/IEC 27001:2005, ISO 9001:2008 certified and working with 500 – 1000 employees\textsuperscript{54}. It was reported by NASSCOM, 2011, that the company earned a revenue between 11 – 50 crores.

The company promotes organizational citizenship behavior through the creation and practice of mutual trust, respect and maintaining collaborative team efforts. The organization believes in innovation and the Kaizen concept of continuous learning is practiced. The company also facilitates a work-life balance for its employees through flexi-time and work-from-home practice. The company practices a sound and systematic performance management practices linked to the recognition of an individual's performance-contribution and facilitates performance linked rewards.

4.2.11 Ontrack Systems Limited

Ontrack systems limited, a dominant player in the IT and ITes market around the globe, is headquartered in Kolkata. The company started its journey in 1987, in Chennai as telecommunication products and equipments. The company is an ISO 9001: 2008 company, has offices in Slough, UK; Fujairah and Abu Dhabi in UAE and Sydney & Melbourne in Australia\textsuperscript{55}. The company provides services in the area: software development, outsourcing, offshore development, IT procurement, product development, IT training, etc. It was

\textsuperscript{53} (Datacore-India, 2014)
\textsuperscript{54} (NASSCOM, "NASSCOM Members Directory", 2011)
\textsuperscript{55} (Ontrack, 2014)
ranked 128th fastest growing company in Asia Pacific by Deloitte Touche Tohmatsu (2002). The total revenue increased to 10539.02 Lakhs in 2012–13 from 10368.81 Lakhs in the year 2011–12 at a growth rate of 1.64%. The company achieved a turnover of 367.84 Lakhs during the year 2012–13 as against 1144.00 Lakhs in the previous year. The total number of employees as of 2013 is 145.

The company has created a performance driven environment and a culture of innovation. The company promotes a culture of continuous learning and up gradation of skill sets. The company offers a performance linked bonus.

4.2.12 Hash Technologies Pvt. Ltd

A twelve year old, the Kolkata based company, Hash Technologies is a part of JIS group – a renowned corporate group with 300 crore turnover as on 2013. Being an ISO 9000: 2001 certified company, it provides service in the area of application management, web enabled applications, API and Socket Programming, IVRS-based Applications, customized ERP solutions to Government and non Government organizations. The company has core competence in the areas like: development, maintenance and testing with a strong skill set: client server technology, web technology, and simulation software applications. According to NASSCOM, 2011, the company has a workforce of less than 50 workers with less than 10 crore. The small company comprises of a set of committed workforce to deliver client centric solutions.

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56 (Ontrack s. L., 2014)
57 (HashTechnologiesPvtLtd, 2007)
The company practices a collaborative environment with the small group and practices the HR management at an informal level to create a delighted workforce, working together as family.

4.2.13 **Erricson Global**

Erricson Global services, is a global leader in the rapidly-changing environment of communications technology – providing equipment, software and services to mobile and fixed network operators all over the globe. The company was originally founded in 1876, at Sweden. According to company fact sheet, 2013, the company has 111,383 number of employees worldwide, out of which 21% female workers are working. The NASDAQ OMX Stockholm and NASDAQ New York, enlisted company has attained 7.3 bn USD net sales in 2013. The company continuously pays attention to the research and development area and combines the technology and service to win the competitive market.

The company pays much attention to the human resources, and fosters the core values mutual respect, professionalism and perseverance. The innovative ideas, abilities, and contribution of individual employees to their team and company are reckoned. The company provides a culture of freedom and autonomy, and encourages the employees to think big.

The company share a strong commitment to continuous learning culture at all levels – where the focus is on continuous development of skills and competence throughout the career with Ericsson. The talent development programs identify, develop and assist the future leaders, helping them pursue opportunities available across the company.
The company also provide their employees an opportunity for global career in over 180 countries, all around the world, with active exchange and placement programs.

4.2.14 Genpact

A global leader in the area of business processes and operation Genpact (stands for Generating Impact), is providing solutions to 100 of Fortune 500 companies. Genpact began in 1997 as a business unit within General Electric. Genpact’s Smart Enterprise Processes (SEP\textsuperscript{SM}) methodology focused on business impact while safeguarding costs and limiting initial investment – igniting the global Business Process Outsourcing (BPO) services industry. In January 2005, Genpact became an independent company, bringing the process expertise to global clients. In August 2007 they became a publicly-traded company, (NYSE: G) growing rapidly from 32,000 employees and a revenue of US$823 million, to 62,000+ employees and revenues of almost US$2 billion (2012). The company is now having global operations in 24 countries around the world. The company provides services like analytics and research, enterprise application services, finance and accounting, IT infrastructure services, legal services, reengineering, risk management etc., to the sectors like: banking and financial services, capital market, consumer goods, health care, hospitality, media and entertainment, life sciences etc.

The company has created a customer centric culture by promoting teamwork, and continuous process improvement.
4.2.15  **Globesyn technologies ltd**

Globesyn technologies ltd., is a global firm with a competency domain in education, skills, and technology, and has more than 10 years experience in delivering IT services to the clients. The company has many businesses like Globesyn business school, Globesyn finishing school, Globesyn infotech, etc. The Globesyn group is providing an value added service to their clients in the areas of: product design and development, enterprise Level application engineering, web development using the latest technologies. Globsyn Group is providing sophisticated services like: cloud service, open source technology, Microsoft base technology, java, mobility services, it service excellence, system integration consulting, technology architecture, testing services, and workplace enablement. Their major clients are: banking, communication, retail, insurance, media & entertainment, mobile devices, social media & publication, etc. The company stated its’ journey in 1996, they pioneered the Software Finishing School™ System in India, in 1997. According to NASSCOM 2011, the revenue earned by the group was 11 -50 crore, with 51 – 200 number of employees.

The company fosters the values like: integrity, customer centricity, and strive to build analytical ability and creativity in the workforce.

4.2.16  **Foster Wheeler**

Foster wheeler is a global engineering and procurement Company, with a proven record in implementation and management of engineering projects effectively and efficiently. Foster wheeler started its’ journey in 1927, from a merger of two US companies: the Power Specialty Company and the Wheeler Condenser & Engineering Company. The company is a Nasdaq Stock Exchange
listed company in 2005. The company has started working their engineering and construction department in India since 1998. The company is working as ITes Company in Kolkata. Worldwide, the company has 13,000 employees, with market capitalization of 3.1 USD as on February, 2014. The company with all major centers including India is providing engineering solutions including engineering design, project management solutions to refining, pharmaceuticals, chemicals/ petrochemicals, minerals and metal industries. 16% of the total engineering and construction activities are served by Asian centers, within which the biggest contribution is made by India\(^{58}\). The company maintains a high performing work group through facilitating continuous development program including ‘graduate development program’, leadership development through CSR projects, focusing on personal and professional development. The organization has a systematic and structured performance management systems, career progression mappings for each divisions, succession planning. The performance appraisal system is anchored with reward systems.

4.2.17 **Limtex Infotech**

Limtex Infotech is an IT-BPO company in Kolkata serving the Global market with internet solution since 2005. Intex InfoTech is a global service provider delivering technology driven business solutions that can fulfill the strategic requirements of our clients. It is a BPO unit with 250+ employees and Professionals and also manages 50+ employees specializing in GIS enabled services, employee Resource planning, web Designing and software development currently working with Government Organizations and off shore Clients. The

\(^{58}\) (Fosterwheeler, 2013)
company has a global presence with offices in the UK and the US apart from the main delivery centre in India. Limtex was basically founded in 1977 as a small tea trading company. The company reported to earn a 21 million USD in 2002 from their total business, which encompasses agricultural products, tea exports, insurance and information technology businesses.

The Limtex Infotech do business in the IT (information technology), BPO (Business Process Outsourcing), KPO (Knowledge process outsourcing), and GIS sectors (Geographical Information systems).

The company focuses on the employee growth and maintains a culture of open communication between the employees and management. They promote a structured and systematic pay package to attract and retain best talents from the market.

4.2.18 Xplore Tech Services Pvt. Ltd

The fastest growing BPO service provider is located at Kolkata and started their business at 2004. Xplore-Tech offers end-to-end business solutions to a wide array of clients across the globe in varied domains and based on a pool of skilled resources that helps the company to excel in the areas of business process outsourcing, software development, web development, internet marketing and tech support. Since its inception, Xplore-Tech has seen an encouraging growth rate within a short time span. It started two call centers in India with an infrastructure of 510 seats and offered inbound and outbound call center services. The company now has 2500 number of employees in nine global

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59 (LimtexInfotech, 2014)  
60 (Limtex, 2014)
centers. The high skill set and smart approach of the organization brought it immediate success. In the following days, it also started a gamut of other BPO services as the organization started increasing its client base. Currently, Xplore-Tech has client bases in several countries across the globe including US, Canada, UK, Ireland and Australia. In 2007, it acquired a U.S. based BPO company and started providing both technical and non-technical customer support from its contact centers in Atlantic Canada. The acquisition helped Xplore-Tech to emerge out as a leading US based total-shore outsourcing solutions provider, and also to increase its inbound call center services at the same time\textsuperscript{61}.

The company has acquired a domain specialization in the sectors of financial sectors, healthcare, telecom, travel and e-Commerce. The company values its workforce and focused towards its’ responsibility to its’ employees by providing them an amiable work environment, exciting & diverse career opportunities, transport facility, fixed Shift, systematic salary, and high career growth prospect within the organization.

\textsuperscript{61} (Xporetech, 2014)