CHAPTER IV

BUSINESS AND TECHNOLOGICAL PROFILES OF THE IT ORGANIZATIONS

The Silicon Valery of India has been the home for a large number of IT industrial organizations, both Indian and multinationals. Within the IT industry there are organizations that are specializing in manufacturing IT products such as the Dell, IBM, HP, Acer, and software development organizations. These organizations are of different sizes. Considering the time and other resources at the command of the researcher, it was decided (by him) to study a few select organizations for this study adopting the case study method. Accordingly 9 organizations (cases) were finally roped in for this study. Among them are the Indian organizations as well as the multinational organizations, there are small as well as very big undertakings, there are software development organizations, software product engineering companies, there are security providers for software developed by different companies, there are healthcare software and hardware developing organizations, there are organizations serving other industries, and so on. The selected nine organizations are:

1. Cisco Systems India Limited,
2. Dover Solutions India,
3. KTwo Technology Solutions,
4. Philips Electronic India Limited,
5. Professional Access,
6. Siemens Information Systems Limited (SISL),
7. Sonic Wall,
8. Symphony Services, and

The list suggests that the organizations are in different domains of IT business and have their brand names that enable them to continue in business with much ease. At this stage, a brief presentation of the profiles of these organizations – first the technological and business profiles and later the HR profiles – is attempted.
4. 1. CISCO SYSTEMS INC

Cisco Systems, Inc. is the worldwide leader in networking that transforms how people connect, communicate and collaborate. Networks are an essential part of business, education, government and home communications today and Cisco Internet Protocol-based (IP) networking solutions are the foundation of these networks. Cisco hardware, software, and service offerings are used to create Internet solutions that allow individuals, companies, and countries to increase productivity, improve customer satisfaction and strengthen competitive advantage. The Cisco name has become synonymous with the Internet, as well as with the productivity improvements that Internet business solutions provide. Cisco’s, mission is “to change the way people work, live, play, and learn”.

Cisco was founded in 1984 by a small group of computer scientists from Stanford University. Since the company's inception, Cisco engineers have been leaders in the development of Internet Protocol (IP)-based networking technologies. This tradition of innovation continues with industry-leading products in the core areas of routing and switching, as well as advanced technologies in areas such as Home Networking, IP Telephony, Optical, Network Security, Storage Networking and Wireless LAN.

Cisco Systems India Pvt. Ltd.

With sales and marketing operations spread across key cities in India and a software development centre in Bangalore, Cisco leads the networking market in core technologies of routing and switching, as well as WLAN and network security.

Cisco India Facts

- Cisco Systems India Pvt Ltd. commenced operations in 1995.
- India, as a region, is part of the APAC Theater.
- Cisco has 7 Sales Offices in the region - New Delhi, Mumbai, Bangalore, Chennai, Pune, Kolkata and Hyderabad.
- India headcount is close to 7000, including R&D, sales and business support staff.
- Cisco Global Development Center is in Bangalore, which is the largest outside of the US.
• Has joint Development Centers with Wipro Technologies and Infosys Technologies in Bangalore; HCL Technologies in Chennai and Zensar Technologies in Pune

**Cisco's Go-to-Market Strategy is through Channel Partners**

- 1200+ Resellers
- 10 Gold Certified Partners - Datacraft, HCL Comnet, AT&T, IBM, Wipro, British Telecom, HCL Infosystems Ltd., TCS, Orange Business Services, Bharti Airtel Services Limited
- 7 Silver Certified Partners - Velocis (formerly Integrix), Proactive, Locuz, PC Solutions, Nirmal Datacomm, Tech Valley (Bangladesh) and SK International
- 4 Distributors - Ingram Micro, Redington, Compuage and Comstor

**Support and Service** - Extensive support system for customers with 17 logistics centers (premium depots). Besides that, Cisco is the only vendor to have a support program called ARNBD (advance replacement next business day) for its resellers

**Cisco Capital was launched in 2005 to offer flexible leasing and financial services to customers and partners**

Currently, there are over 170 Cisco Networking Academies across 22 states & union territories with 22455 active students, 25.9% of whom are women students. Overall these academies have impacted 46291 students since the program inception in India.

India has over 81,658 Active Cisco Certified Professionals of which 66,719 are CCNA Certified.

**India Market Share Leadership:**

**Core Technologies** - Router: 72.2%, Switch: 66.0%, Total LAN: 69.1% (Source: IDC LAN Tracker, September 2010)

**Advanced Technologies** - WLAN: 23.18% (Q2, CY 2010, IDC, September 2010)

- Security: 43.57% (Q2, CY 2010, Frost & Sullivan, September 2010)
- Enterprise Telephony: 23.09% (Q2, CY 2010, Frost & Sullivan, September 2010)
- IP PBX: 39.06% (Q2, CY 2010, Frost & Sullivan, September 2010)
Some Key Customers Across India

- **Corporate** - Ford India, Dr. Reddy's Laboratories, Tata Group, Mahindra & Mahindra, Larsen & Toubro, Gas Authority of India, Indian Oil Corporation, Le Royal Meridian, Taj Group of Hotels and Hindustan Lever
- **Service Providers** - Tata, Reliance, Bharati, VSNL, BSNL, MTNL, SIFY and IDEA Cellular
- **Government** - State Governments of Gujarat, West Bengal and Andhra Pradesh, Lok Sabha (Parliament) Library, Supreme Court, National Highway Authority, CDAC and APDRP (Accelerated Power Development and Reform Programme)
- **IT Services** - Infosys, Wipro, Digital GlobalSoft, IBM, Adobe, Intel, Cognizant Technologies, Tata Consultancy Services, Texas Instruments, Tesco, Unisys, US Technologies, Mahindra, First India Insurance, Symphony Technology, Thomson Reuters and HCL.
- **IPCC (IP Call Center)** – v Customer, Phoenix, Nirvana, Manjushree, TransWorks

**CISCO NETWORKING**

Cisco believes that the Internet and education are the great equalizers of the next century, and the lack of Internet-supported education and shortage of technology-savvy workers pose global dilemmas. India, in particular can make a quantum developmental leap by embracing information technology and making a commitment to match technological advancement with an investment in human skills. The Cisco Networking Academy initiative is a timely response to these challenges. A highly successful alliance between Cisco, education, business, government and communities, it is attempting to address the deficit of networking professionals required by India (This was pegged at 118,000 in 2008 according to an IDC India study and expected to grow to 137,200 by 2009.)
Launched in 1997, the Cisco Networking Academy Program is a world-wide CSR program aimed at creating a pool of trained networking specialists. Cisco Networking Academy has been a global success with over 10,000 academies across more than 165 countries. Since its launch in India in 2000, it has grown to nearly 200 Cisco Networking Academies across India and impacted several thousand lives. With its focus on bridging the rural and the gender divide through special programs, it is creating a common platform: the Human Network.

The demand for networking professionals in the governance and retail sectors is set to increase considerably. The huge software talent pool in India automatically indicates the potential for it to develop as a resource base for the networking industry. As the global leader in networking, Cisco offers the Cisco Certified Network Professional (CCNP) - a globally recognized qualification that has wide industry acceptance. CISCO’s focus on building the Human Network has led them to concentrate on non-metros and gender-specific institutes, gearing them for the exponential growth in demand for networking professionals, particularly in the BFSI, telecom and BPO/ITES sectors.

4. 2. Dover Solutions India

Dover Solutions India (DSI), a software division of Dover India Pvt. Ltd. is a multi-competency center providing end to end solutions to the stakeholders. It was started in 2003 by Dover Corporation as a software development centre for a group of Dover Companies. Over a period of time DSI has outgrown providing value added services in the areas of Product Software Development, Application Development for Desktop and Web, Mechanical Engineering Design and Analysis, Electronics and Microwave Design, Sourcing, Technical Documentation and Field Support.

DSI as a trusted business partner leverages a powerful blend of the best industry-proven practices and leading standards, refined business acumen and deep market understanding, profound technical skills and extensive hands-on experience to meet the toughest challenges that the customers face. DSI offers innovative solutions to the customers, which help them, compete successfully in the dynamically changing marketplace and achieve the maximum return on investment.
Success in a business is strongly influenced by its successful global business relations. A business relation with DSI, one enjoys complete freedom to focus on the core business while a dedicated team of qualified experts are committed to deliver a turn-key solution taking on all and every aspect of your business needs starting with strategy consulting and concept development, design and architecture, up to deployment, training, maintenance and future enhancement.

DSI’s mission is "to promote and nurture excellence in services provided to the customers which in turn provides them a distinct and sustainable competitive advantage in their market-place leading to superior customer satisfaction." DSI’s primary objective is to "explore advanced technology for business development and continuous improvement."

**Infrastructure**

The hallmark of a world class business is a world class infrastructure facility. DSI office in Bangalore sits in a modern technology park which provides creative and peaceful working environment to the employees. This 26000 sq. ft of office space comes with everything that is expected of a modern office building. The new office is provided with complete infrastructure including necessary office space, equipment, system administration, 24/7 security, and convenient parking space, conference rooms, lab area, server room, cat-6 cabling and video conferencing.

**4.3. KTtwo Technologies:**

Presently it is headed by Mr. Ananta Koppar, earlier who had formed the Kshema Technologies which he got merged with the Mphasis. It is a product company driven by a winning top team of professionals who possess experience and knowledge in rolling out innovative new products in internal markets. Operating on a well defined agenda KTtwo Technologies harnesses the potential of Indian and global talent pool to build and deliver the world-class products tailored to varied budget in a global market. A penchant for customer satisfaction has helped them to build value based partnership with global Fortune Clients in the realm of e-Commerce (Retail) - Financial Services & Insurance, Healthcare, Travel & Hospitality and Telecom.
KTwo specializes in products and solutions that compete utilizing the Last Meter Connection in an information link. **Last Meter Connectivity** provides secure, reliable, high quality short range information transfer by means of wireless communication enabling substantial improvements in productivity and convenience. The concept of information anywhere, anytime and on any device is addressed by KTwo through its **Last Meter Connectivity** technology offerings. Last meter connectivity means giving solutions at the micro level by using blue tooth end to end solutions.

The key objective of the Company is to build and consolidate to create solutions that align high quality value for the TCO. KTwo’s basket of products offers a solution in itself or a combined bundle as a larger point solution. They also focus on building industry framework to serve as a basis for vertical solutions in niche industry segments.

**High Utility, Low Cost Products.** KTwo intends to build/consolidate products that are onetime download and use which is one among its offerings in the marketplace. This is a strategic plan to capitalize on the emerging SME market which demands greater efficiency and ease of use with minimal training for the products. Customers buy these on the web at reasonable costs. These products are sensitive to their business functions and are aimed at suiting their tighter budgets. End users can expect simplicity and quick-to-use products from KTwo which will help them in their day to day work. The management intend to use internet as the single channel for delivering software and after sales support. Telephonic or at-site support for these products will be a paid service.

**High Value, High Utility Products** will be niche industry based products. These products could be either those that work in unison with other available products or are complete products in their own capacity with the ability to interact with similar or competing products in the market. KTwo will focus on utilizing emerging technology and open source products to reduce the burden of license costs for the end customers. Delivery of software will be multi channel. KTwo also plans to appoint partners who will deliver the products to market and build professional services teams to help in the customization and implementation of KTwo products. As KTwo rolls itself out on a
strong foundation, professional, brilliance and unwavering commitment remain significant in their endeavor to ascend the world stage and emerge as a global leader.

**KTwo Product Lines:** KTwo has been in the following fields of operations/services:

**Health Care:** KTwo’s Health Care Solutions seamlessly link people, Services, Devices and Applications thus completing the Last Meter Connectivity, essential for today’s environment. KTwo’s exclusive focus on the healthcare has allowed developing an unrivalled depth and breadth of experience to understand domain and improve business. KTwo specializes in developing creative and expeditious solutions for healthcare with the most competitive technology and expertise. An enterprise may be multi-provider medical center, a major hospital or a large Area Hospital service; or it could be a District Hospital, Healthcare center in a village, KTwo’s Healthcare Apparatus connect and provide ‘Health” to all.

**Logistics:** KTwo’s expertise in logistics domain includes the following listed activities:

1. IT solutions for Express delivery and Cargo Management,
2. IEEE 802.15.4 (wireless standard) based wireless tracking of consignments,
3. Planning pick-up, hub management, sorting and dispatch,
4. Multi-modal shipping, tracking and Business analytics,
5. Design and Development of Handheld systems for instant information for the field staff and for real time transactions with central systems,
6. Mobility enablement of existing systems and last-meter connectivity of existing systems,
7. Integrating and Monitoring solutions for field force, and
8. End-to-end product life cycle services.

KTwo also has mobility products for the logistics domain, which include: Legion: mobile/Handset solutions for the logistics industry for effective management of field force - sales force or transaction force; an innovative solution which aids in remote tracking and monitoring the client’s fleet. Further, KTwo is driven by standard processes and methodologies that are world-class. They include: faster time to market, lower development costs, and access to leading edge technology.
Automotive: KTwo offers products and solutions focused on the Automotive Industry. KTwo’s products and solutions for the automotive industry include: In-vehicle entertainment products such as hands-free car kit m, and Bluetooth helmet; security products, viz. biometric ignition systems and heavy vehicle safety devices; and diagnostic products like the data logger.

KTwo’s professional design services help customers meet their demand by providing expert design, development and product realization services that accelerate time-to-market of high-quality embedded systems. KTwo offers product realization services from concept to production covering various aspects like product conceptualization, architecture and system design, initial development, application and feature enhancement. Further, the integration of numerous hardware and software tools creates a seamless product realizing environment that enhances quality and reliability, reduce cost and cycle time, and increase flexibility.

KTwo’s product realizing services facilitate in translating customer’s concepts into, products through a range of value added services across the product development cycle. These include: conceptualization, defining requirement specification, piloting/prototyping, architectural design, system-level design, hardware development, software development, module integrating and testing, documentation, product release, and maintenance.

Product Engineering: Expertise and maturity at all stages of the product life cycle.

KTwo’s accomplished team of technology and domain experts addresses the product development needs of R&D divisions of our customers. Our Product Engineering and our ability to deliver cost-effective solutions help product companies at all stages of product life cycle.

- Access to Domain expertise and experience
- Increased product features, reliability, stability and reparation
- Controlled and economical product design and development costs
- Better quality leading to greater market acceptance
- Short engineering cycle time & time-to-market
- Optimized product development functions
- Fresh Attitude, Mindset and Culture
- Excellent Industry references
KTwo's professional design services help customers meet their demands, by providing expert design, development and product realization services that accelerate time-to-market of high-quality embedded systems. KTwo offers product realization services from concept to production covering various aspects like product conceptualization, architecture and system design, initial development, application deployment and feature enhancement.

A product starts out as an idea; realizing this idea is a challenge for companies in this extremely fast-paced market with stringent demands for product reliability and high importance to innovative design having a major impact on the product's acceptance and success. With the time-to-market for new products plummeting, companies need to be able to master the rapid product understanding process, starting from product definition, conceptualization, design, piloting, to manufacturing, in order to bring new products quickly to the market ahead of competition.

The integration of numerous hardware and software tools creates a seamless product realizing environment that enhances quality and reliability, reduces cost and cycle time, and increases flexibility.

KTwo's product realizing services facilitate in translating customer's concepts into products through a range of value added services across the product development cycle. These include: (1) conceptualization, (2) defining requirement specification, (3) piloting/prototyping, (4) architectural design, (5) system-level design, (6) hardware development, (7) software development, (8) module integration and testing, (9) documentation, (10) Product release, and (11) maintenance.

**Software Development:**

Software development has become a challenging proposition today in the face of changing customer requirements, complex and fragile system architectures and ever-evolving technological platforms. System software is the core of any system responsible for controlling, integrating, and managing the individual hardware components of the complete system. Specific kinds of system software include loading programs, operating systems, device drivers, compilers, assemblers, linkers and utilities. Software development today is heavily focused on the ideas of process
maturity and continuous improvement. Processes are designed to deliver products. Process engineering should ideally rest on foundations of sound product engineering.

KTwo Technologies present a software product engineering that develops the product through successive levels of realization. This separates the concerns in software development by relating each level to a knowledge domain and localizing exactly on those qualities that become manifest in that knowledge domain. Their main focus is to achieve correctness of realization schemes as well as the transformations between levels, so that each level preserves previously created qualities while adding new desired qualities.

**Digital Signal Processing Algorithms:** Equipped with extensive domain knowledge and experience in the DSP software arena, KTwo has executed many projects and applications in algorithm development, coding and hardware design. KTwo’s expertise include: (a) feasibility study of system and algorithms development based on product requirements, (b) performance evaluation and MIPS-Memory optimization, (c) customization to cater to specific architectures and platforms, (d) integration of sub blocks and algorithms into the system, and (e) signal processing algorithms development and coding.

**Embedded Applications:** As computing devices continue to advance, integration of multiple applications onto a single processor has become a common prevalence in today’s times. Integration of applications pose a serious challenge for developers, who need to tackle issues relating to intercommunication, power, size and cost constraints.

With a successful track record in developing a variety of applications for automotive, consumer electronics, wireless, audio/video, KTwo's software team brings significant value to custom embedded application development efforts on popular RTOS platforms. KTwo has successfully executed many projects on embedded application implementation and integration. Further, KTwo’s team has expertise on the following tools and technologies: (i) RTOS (VxWorks, QNX, eCos, Embedded Linux, etc.), (ii) Device Drivers, (iii) Protocol Stacks and IP Development, (iv) DSP algorithms.
**Hardware Design:** Real-time embedded systems strongly depend on the hardware they are built with. The evolution of the hardware architectures has therefore had a significant impact on the systems properties. The increasing use of microprocessors and microcontrollers in embedded systems, the advent of dual core processors, the demand for dedicated and programmable hardware and the need for integrated communications have posed new challenges for designers. KTTwo's hardware design team is fully equipped to offer board and designs from concept to a functional board to suit customer requirements. Our hardware solutions address the latest challenges in hardware design and effectively support processor inter-communications and high-speed I/O and memory access operations while ensuring cost-effective PCB architecture and manufacturing testability.

KTTwo's hardware design services comprise of a rich array of board designs, EVMs, Starter Kit, reference designs and FPGA based designs that cater to small footprint, and power optimized solutions to high-end VME/cPCI based systems that have been built to work in harsh environmental conditions. The expertise in Hardware Development include: (m) Complex Board Designs, (n) Microprocessor and DSP based designs, (p) RF and analog Design, and (q) Complete system design.

**Reference Design:**

Reference designs provide a kind of blueprint that other manufacturers can use to build products. Reference designs have become a valuable part of a product designer’s tool set for the creation of new products. Using proven designs in a modular context allows sophisticated electronic products to be completed quickly and at reduced cost. Reference designs help minimize development challenges, improve deployment confidence and reduce time-to-market with a completely integrated development environment.

In today's fast-moving marketplace, time-to-market often determines a product's success, particularly in rapidly growing applications. KTTwo's reference designs speed up a manufacturer's new product development and time-to-market. Its reference designs encompass everything a developer needs to jump-start product development, thereby expediting the development of complete, cost-effective solutions that can be brought to market much more quickly. Its designs address market segments ranging
from personal devices, home entertainment, security & surveillance, hospital applications, telematics & infotainment.

Customers can also request the level of design service required and have the design adapted to suit their specifications, to save time and costs. KTwo can incorporate the necessary architecture, algorithm and software changes in the design to adapt it to specific customer applications. By streamlining the development process KTwo helps customers to focus on their business critical functions and value-added measures.

**DSP/Embedded Processor Designs:**

Widespread use of DSPs in a variety of digital multimedia and communication is one of the hottest trends in the embedded systems. High processing speeds, programmability and real-time performance make DSPs uniquely suited for video, voice and data applications. Dual core embedded processors like TI's OMAP have provided developers real-time performance and power-efficiency required for developing next-generation multimedia - enhanced applications. Optimizing the performance of both real-time, processing-intensive tasks and control functions, the OMAP processors encompass a DSP core that facilitates real-time processing capabilities and low power consumption while the ARM core provides scalability and flexibility, optimizing system performance. KTwo's embedded processor-based designs based on leading processors like Intel, PowerPC and ARM have helped in providing advanced solutions for smart gadgets, portable/handheld devices and consumer electronic devices.

Some of KTwo’s Embedded Processor and DSP based designs are: (1) Designs based on Fixed and Floating point DSPs, (2) Multi-processor DSP designs for signal signs processing and audio synthesis, (3) DSP based designs for noise cancellatio9n and protocol analysis, (4) Embedded processor designs for navigation, audio and video application, (5) Low power designs for handled and portable devices, (6) embedded designs based on micro-controllers, (7) enabling WLAN on leading TI DSPs, (8) Multi-channel high sensitivity miniature GPS receiver module, (9) Development platforms to streamline development of wireless/multimedia devices, (10) Complex Board Designs, and (11) RF and Analog Design.
KTwo has dedicated teams offering DSP based solutions on leading DSPs from TI and Analog Devices. It offer’s to its customers complete design services in DSP hardware as well as software, from top-level architecture to assembly-level coding, simulations, testing and support.

4.4. PHILIPS Electronics India Ltd.

Sustainability is at the center of Philips’ strategy. Philips is committed to reducing its environmental footprint in all aspects of its business: in the products, manufacturing, procurement, as well as in the communities where the company acts and in the working practices of its employees.

All Philips products go through an Eco Design process, identifying environmental impact in terms of energy efficiency, hazardous substances, take-back and recycling, weight and lifetime reliability. Philips’ processes on Green Product sales are verified annually by an independent third party and published in the Sustainability Annual Report.

Philips aims to combat global healthcare challenges by focusing on delivering better quality healthcare at lower costs, also in the emerging markets, such as China and India. Philips also takes a leading position in educational programs, showing its stakeholders that energy efficient solutions are simple, easy and actionable and make economic sense for national and local governments, businesses, schools and individuals.

**Philips E-waste Management Program in India:** Philips has tied up with a recycler for collecting, transporting and recycling unwanted/broken down consumer products. Philips offers consumers a convenient way of recycling their unwanted, obsolete and damaged Philips products by dropping them off at convenient locations.

The program encompasses 8 major cities across India. Consumers can approach one of 27 authorized Philips service centers, which will act as collection points for consumer products which need recycling. Philips’s efforts are to expand the network in the near future. Philips ensures that the consumer products received will be recycled in an environment-friendly manner. Philips understands its corporate social
responsibility and takes steps towards providing a safer environment to the future
generations.

Philips design and products is continuously interested in improvements and reduce
their overall life cycle environmental impact. Designing products for recycling is an
integral part of this approach. Philip’s aim is to use our planet’s limited resources
effectively and respect the principle of extended producer responsibility. This also
calls for manufacturers to engage in developing solutions for effective and efficient
recycling of their products. Philips will continue to promote and invest into improved
recycling systems to reduce the impact of electronic waste on the environment.

**Research:** Philips Research innovates through high level research and venture
creation. Innovative solutions are developed for global and emerging markets at PIC.
The team develops innovative, affordable solutions in healthcare for global and Indian
markets. The approach is to get an in-depth view of healthcare delivery, understand the
needs of patients, healthcare workers and hospital administrators in the areas of
screening, diagnoses and disease management. The areas include congenital errors of
metabolism in neonates, early screening of heart diseases, analyzing physiological
signals emitted by the heart and monitoring the condition of fetuses in the womb to
signal any early sign of distress. The applications it works on in the healthcare spaces
of cardiology, oncology and peri-natal care, are enabled by advanced pattern
recognition to modernize clinical diagnostics. It accomplishes this by clinical and
theoretical investigations, computational system evaluations, simulations and
measurements on input data and realize models in an open-innovation environment
with research and clinical partners in India, China, Europe and USA. In the fields of
Energy and Lighting Philips have the ambitious plans to research novel solutions for
India by gaining deep insights into consumer needs. The core technology teams work
to develop radical technologies needed to address the consumer needs and the Business
Development team works closely with them to bring these innovations to the market.

**Engineering Solutions** Philips Engineering Solutions is a contract R&D organization
that supports the development of products, applications and technical solutions. Its
customers are market leaders, fast growing companies and start-ups. It’s offers
consultancy, specialist services and solutions at every phase of the innovation process.
Philips Engineering Solutions offers complete product development services. The
team leads local product development initiatives for the Indian Market. The Philips Water Purifier is one such example. The UV water purifier was designed specifically for the Indian market by the Engineering Solutions team at PIC. The competence of the Bangalore center was utilized and the team provided the Hardware/Software for the product along with industrialization support. Intellectual Property & Standards

Philips generates a number of patents and other intellectual property rights (IPR) on the basis of its substantial investments in R&D. To safeguard Philips IPR and to leverage it, Philips Intellectual Property & Standards (IP&S) manages Philips IPR through licensing and brand protection activities, infringement detection projects, business intelligence and counseling. Philips currently owns about 60,000 patent rights, 29,000 trademark registrations, 43,000 design registrations and 2,000 domain name registrations. This large IPR portfolio is used to support various sectors of Philips in achieving their business goals. IP&S also enables technologies to be brought to the market quicker, by sharing them with partners through various licensing or technology sharing programs. IP&S participates in the formulation of formal standards and regulations in various technical areas and jurisdictions, in order to safeguard market access for Philips products. IP&S-India is an integral part of the global IP&S organization actively contributing to diverse activities such as business counseling, patent drafting and prosecution, novelty and validity searching, risk assessment, infringement detection, IP assertion and IP licensing, IP administration and maintenance support, business intelligence and brand protection activities.

Facts & Figures

Table 4.1 Patents Files and Patent Right Obtained by Philips Electronics India Ltd.

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<th>Patents Files</th>
<th>Patent Right Obtained by Philips</th>
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<td>1,600 Patents filed per year</td>
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<td>29,000 Trade Marks</td>
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<td>12,000 Patent families</td>
<td>2,000 Domain Names</td>
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Lighting

Across the world there is a drive to transform the lighting industry. Revolution in lighting systems have set off waves of new energy in the industry - solid state lighting
revolution, the transition from incandescent lighting to energy-efficient lighting, to
name a few. The digital lighting revolution is set to conquer the lighting markets
across the globe and it is a very exciting time for us at PIC, to be identified as the
main software development site. We, at PIC, are poised to contribute to this digital
lighting revolution.

**Phillips well-being portfolio**

Consumer Lifestyle (CL) at the Philips Innovation Campus (PIC) Bangalore designs
and develops the software for CL products. Its technical experts work on a wide
range of domains, developing some of the most innovative products and solutions.

The Interoperability Certification Center (ICC) at Bangalore is a key competence
center for testing services in areas like interoperability competence and test
automation. It is a unique one stop center for pre-certification, certification, device to
device interoperability tests for various connectivity technologies like HDMI, Wifi,
USB Host, Bluetooth, DLNA/UPnP, and HDMI-CEC.

The HDMI Authorized Testing Center is unique to Philips and enables all Philips
HDMI products to be certified. This dedicated laboratory carries out HDMI
compliance testing according to the specifications of HDMI Compliance Test
Specification (CTS) 1.3b. It has now opened its doors to non-Philips entities also.

**Television**

TV Team develops software for the complete range of televisions. This team has
evolved over a decade with experiences spanning various display technologies,
broadcast standards, architecture, product requirements, understanding user
requirements in-depth and delivering differentiators.

This team has built up competence in Middleware and User Interface on the
development front. The team leverages its vast expertise in the areas of digital
broadcast, connectivity standards and protocols, software integration, product
validation making TV viewing more enjoyable, reflecting the consumer’s holistic
interest in better well-being.
SAP Competence Group

Within Philips has an amazing amount of applications like SAP and Net weaver Solutions that enable and support the process of creating and manufacturing what Philips sell to the world. They couldn't do without them.


The SAP team offers services on the entire SAP solution portfolio which includes managed operations, changes and projects for all the three Philips sectors viz., Consumer Lifestyle, Healthcare and Lighting. The SAP team is organized into competency groups such as: (1) Finance & HR, Supply Chain Management, (2) Sales Management, (3) Business Intelligence, (4) Security & Authorization, (5) Master Data Management, and (6) SAP Development and Enterprise Application Integration.

Microsoft Competence group: The Microsoft Competence group, a global service line under Philips IT Applications offers Applications Development and Support in Workflow and Collaborative solution space for Philips product divisions and corporate functions. It’s prime objective is to provide the right solutions at the right values within the framework of Philips standards. It’s vision is to be recognized as the knowledge leader in the non-SAP application domain and to be the preferred delivery partner for business applications to all Philips entities.

Marketing and Communications Competence Group: The internet is becoming more and more important in our daily lives. Only a few years ago, online services where the big unknown, while today we organize almost our whole life from behind our screen and this trend will only increase in the future. This competence group is a leader in providing internet services to all Philips business groups. Philips is constantly using the next generation internet technologies in all areas of it’s web platform and are continuously improving ourselves to remain innovators in the online area. The key service areas are: (1) Philips Consumer and Support Websites, (2) Web
Content Management for Global Philips Web Sites, (3) Backend services for Philips Connected Products Platform, and (4) Siebel CRM services.

**Lighting:** Philips Electronics India, India’s largest lighting company operates in business areas of Lamps, Luminaries, Lighting Electronics, Automotive and Special Lighting. As a global leader in Lighting, today Philips is driving the switch to energy-efficient solutions. With worldwide electrical lighting using 19 per cent of all electricity, the use of energy-efficient lighting will significantly reduce energy consumption around the world and thereby cut harmful CO2 emissions. Philips India has been consistently working with industry bodies such as ELCOMA, Bureau of energy efficiency and NGOs towards addressing India’s power crisis through promotion of energy efficient lighting in India.

Philips provides advanced energy-efficient solutions for all segments: road lighting, office & industrial, hospitality and home. Philips is also a leader in shaping the future with exciting new lighting applications and technologies such as LED technology, which, besides energy efficiency, provides attractive benefits and endless new ‘never-before-possible’ lighting solutions.

In 2008, Philips inaugurated a global research and development (R&D) centre for lighting electronics in India. This was its third such unit in the world. The facility which is situated in Noida will not only cater to the needs of the Indian market but also the Asia-Pacific, Europe and North America. The other R&D centers are located at Eindhoven in the Netherlands and in Shanghai, China. One of the primary research areas for the centre is to develop products that can tackle high voltage fluctuations in India. The centre currently employs 35 engineers. Around 40 per cent of Philips’ revenue in India comes from the lighting business.

**Consumer Lifestyle:** Guided by the brand promise of “sense and simplicity” and the consumer insights, Philips Consumer Lifestyle offers rich, new consumer experiences that meet consumers’ desire for relaxation and improving their state of mind. Philips also responds to the consumer's desire for wellness and pleasure by introducing products that meet the individual’s interests in terms of their mind, space, body and appearance. The Consumer Lifestyle arm in India operates in the business areas of Home Entertainment solutions and Personal Infotainment with product categories
such as TVs, home theatre systems, music systems, DVD players, personal entertainment solutions, sound accessories, Domestic Appliances and Personal care.

4. 5. Professional Access (PA)

Professional Access, an Indian organization, established in 1993 as part of 3i-Infotech group. PA’s proven Global Delivery Model (PA-GDM) leverages established processes of SEI CMMI maturity model and blends an optimal use of onsite/onshore and offshore teams to deliver a full portfolio of services that include Business Analysis & Consulting, Technology Assessment, Application Development, Application Maintenance & Support, Systems Integration, Implementation, Testing, Migration and Program Management Services. These services are provided by PA by deploying different teams of its professional employees. Team “Professional Access” is driven by the passion of providing clients with resolute business results achieved through consistent consulting practice and steadfast technology focus.

PA is also an accredited body. It has an association with Art Technology Group (ATG) in the E-Commerce space. PA combines its domain consulting expertise with technology and program/project management capabilities in providing business-enabling solutions that provide their customers strategic advantage in the market place and translate their most demanding business objectives.

Key Differentiators

Professional Access provides business enabling solutions for both Business to Business and Business to Consumer applications. PA offers services that range from defining business needs to building solutions that are innovative and built on emerging and classic communication channels and makes use of best-of-breed tools and technologies. PA’s fervor in making a difference to their customers is driven from:

- Strong and sustained industry experience,
- Alliances with industry leaders,
- Core technology expertise,
- Robust quality process,
- Defined and measurable Project Management practices,
• Cost effective pricing options,
• Flexible engagement models and delivery methodologies,
• Commitment to excellence and alignment to business goals set forth by the customer,
• Establishing trust through transparent collaboration, and
• Certified professionals with established credentials.

PA’s Clients

In the face of rapidly changing technology, market dynamics and the impetus on quick return on investments, PA empowers its customers by providing a high quality, cost effective alternative to traditional consulting firms. PA promises the minimum turn around for ROI through their strategic worldwide presence, consulting acumen, program management best-practices and proven implementation competency. The services the PA offers to its clients are:

➢ Retail and e-Commerce,
➢ Finance & Insurance,
➢ HealthCare,
➢ Travel & Hospitality,
➢ Telecom,
➢ Media & Publications, and
➢ Others.

Retail and e-Commerce:

Best Buy: A Fortune 500 company and the largest specialty retailer of consumer electronics in the United States and Canada, accounting for 21% of the market share. PA is helping Best Buy to transform the current e-Commerce platform to a "Best in Class" platform for its current and future growth.

Office Max – a world leader in both business-to-business and retails office products solutions. Office Max partnered with PA to implement and launch the B2C site www.officemax.com post launch. PA has been constantly enhancing the site by providing dedicated team ATG professionals to its clients.
Target Corp is another partner organization with which PA is sharing its business. Target Corp is a leading discount operating in general merchandise and food discount stores in the United States. It has been a long standing partner with Target for many supply chain initiatives including Partners Online, DWH and GDC.

The Coco Cola Company: PA is involved in redesigning the www.Coca-Colastore.com site since 2007 – the World’s #1 soft-drink company. PA has implemented new features to enhance the user experience and increase the revenue from the site.

Sephora: The fourth associate/partner of PA is the Sephora - a leading retail beauty chain - targeting a fairly upscale market. PA helped Sephora seamlessly migrate to a new hosting environment with minimal downtime.

Casual Male - A specialty apparel retailer is the fifth associate/partner of PA. Casual Male is focusing on the market for big and tall men with retail operations throughout the United States, Canada and UK. PA has implemented Casual Male’s online sales channel www.casualmale.com on ATG platform.

Cabela’s. It is the World’s foremost retail outfitter for hunting, fishing and outdoor gear. PA helped Cabela’s create its own account access site, under its branding, for Visa customers of FDC.

The Seventh Partner/Associate JCrew is an Iconic American brand known worldwide for its sophisticated, fun clothing and accessories. PA helped JCrew provide an enhanced online customer experience through ATG platform upgrade resulting in improved brand loyalty.

Lexmark: Leading developer, manufacturer and supplier of printing and imaging solutions for offices and homes is the eighth associate/partner. PA was involved in revamping the B2C platform with enhanced personalization, expedited checkout and easy order tracking.

Scotts: World's largest marketer of branded consumer lawn and garden products and professional horticulture has been the tenth partner/associate of PA. PA implemented
the www.scotts.com site on ATG with facility of dynamic templates to manage content.

**Urban Outfitters** is one of the largest specialty retail company is the eleventh associate/partner of PA Urban Outfitters are one of the in the US and Canada with over 300 stores. Urban Outfitters’ partnership with PA helped the company to create the www.urbanoutfitters.com and www.anthropologie.com.

A leading specialty retailer in the United States **JoAnn** is still another partner/associate of PA. JoAnn is a specialty retailer of crafting, decorating, and sewing products and a "Create-It-Yourself" Superstore. PA helped Jo-Ann Stores in rolling out Real time credit card authorization functionality for its online channel.

**Collective Brands Inc**: CBI comprises of brands such as Payless Shoes, Saucony, and Stride Rite etc. Professional Access has partnered with Collective Brands Inc in planning and executing re-platform initiative for payless and other brands on the ATG Platform.

**PA’s Alliances**: PA’s alliances complement their steadfastness to be a niche player in their service offerings. PA’s partnerships encompass both strategic and technology alliances and address the market needs.

**Solutions PA Provides:**

Professional Access brings to their clients’ business, rich cross industry experience backed by proven ability to bridge the gap between business & IT needs through the use of technology, experience and subject matter expertise. Professional Access client initiatives are supported by internal support groups associated with the project. These are independent value added services that form part of our offering and remain transparent to the client. Key teams within Professional Access that contribute to mitigate clients’ business challenges are:

**CSG** (Core Solutions Group): This is a team of Architects from different technology areas including ATG, J2EE, .NET, and Mainframe. This team forms an advisory and a validation entity for architecture, design and coding best practices within a project.
The CSG team is also entrusted with the responsibility of identifying new technology areas and initiatives that bring down the development time while ensuring quality.

**Industries Working With:**

Professional Access works with industry leaders to provide high quality and innovative services through best use of technology and consulting practices. PA provides a platform that is leveraged to increase workforce productivity to meet ever-changing customer expectations. With their unique methodology and approach focused solutions and processes PA provide a competitive edge by helping their customers know the effect of decisions before they are crafted.

PA’s client relationships works on the foundation of assisting the clients visualize the cause-effect relationships between their business vision, business operations and the IT systems that support them. This in turn provides the dexterity and adroitness to manage the complexities of diverse operations in a changing milieu.

PA’s clientele are in the domains of Retail and e-Commerce, Telecom, Financial Services and Insurance, Healthcare and Travel and Hospitality include industry leaders like Sam’s Club, Best Buy, Lexmark, Walgreens, Vodafone, Target, The Coca-Cola Company

**Services**

Professional Access provides enterprises with the structure, processes, and tools to achieve alignment between strategy and execution required for implementing and delivering organizational change. PA’s service vision is to provide clients with superior and resolute business results achieved through consistent consulting practice and steadfast technology focus.

Consulting Services

Professional Access builds practice and delivers high quality business consulting services with relevant subject matter expertise. PA’s knowledge base stems from end to end partnerships for multiple, large, complex and business critical programs. PA has been associated with providing tenacious and cost-effective enterprise level solutions that effectively translate complex IT challenges to workable and high quality applications. PA’s consulting services offerings are basically in the form of business analysis and assessment and include: (1) Technology assessment, and (2) Program Management.

Business Analysis and Assessment

PA’s SMEs work closely with business to identify needs and analyze business processes. They work closely with clients to optimize business process and suggest appropriate technology selection and business roadmap implementation plan. They first identify the business challenges and goals and then suggest appropriate solutions. Their team of domain experts makes sure that business drivers guide the IT initiatives and are quantifiable through defined metrics.

Technology Assessment

Professional Access offerings in this space include Enterprise Architecture Review and IT Roadmap Definition, Enterprise Architecture Deployment, Architecture Governance, Application Portfolio Analysis and Rationalization, Legacy Modernization, Technology Evaluation and Selection and Enterprise Integration Architecture Review and Definition.

Program Management

The program management initiative involves Program Design and Mobilization-Identify, Plan and Organize business activities; Business Assessment-giving an impartial view of program status; Program rescue- delivering guidance to turnaround failing programs; Project Management Hierarchy Implementation and Multi Vendor Management. This initiative also encompasses Program Portfolio Optimization that
ensures optimum balance between projects and organization efficiency by managing the project portfolio to successfully execute the organization’s investment strategy

**Application Development**

Application Development services is essential for addressing evolving business and technology challenges by helping organizations bring to life applications tailored to meet the business requirements. Based on industry standard process quality frameworks (SEI CMMI) and using rigorous methodologies and PA’s technology expertise delivers high-quality, flexible and scalable applications that are reliable, secure and easy to deploy using their Global Delivery Model. PA’s technology expertise in building software solutions and their focus areas include:

- **ATG**: Professional Access is an ATG Accredited Partner and a preferred implementation associate specializing in Implementation and Customization. PA’s ATG services cover end to end project lifecycle involving ATG product stack.

- **Java/J2EE**: Professional Access has been building high performance applications using Java/J2EE technology implemented on specific platforms such as WebLogic,

**Maintenance and Support**

PA’s services portfolio also includes helping the clients in supporting and maintaining their applications. From change management to support the management of PA does it all. PA’s Global Delivery Model also ensures 24 hour support to its clients for some of their critical applications. Professional Access helps organizations by taking the entire responsibility to assess, maintain, enhance and transform vital legacy and custom applications for better ROI while allowing organizations to focus on the business goals. Additionally, PA works closely with the client to enable client’s in-house team concentrate on building new products while their support service offerings help support the existing applications cost effectively. The Service Areas include: Support Level 1, Level 2 & Level 3 and Product Maintenance


**Systems Integration**

Professional Access brings to the table vast experience in enterprise integration through pioneering work on SOA based integration and middleware enterprise applications. PA’s services in the area of enterprise integration are three, namely:

Consulting – Planning of roadmap for integration to client’s existing requirements as well as future needs.

Integration – Develop and enhance solutions to integrate business processes and customization of existing application to enable real time connectivity between all applications.

Architecting integration solutions - Solution designs to address specific client needs

**Implementation**

Professional Access has established itself as a niche player in this space and they have demonstrated their capability while working with some of Fortune clients by implementing ATG product stack, ERP etc. Their implementation packages offer solutions that meet the clients’ needs. PA’s association with strategic software vendors enables the clients to be at the forefront of application technology. PA has a focused range of application packages that they have implemented or migrated for industry leading clients and PA’s capabilities include:


**Microsoft** – Net Nuke, SharePoint Portal and Services, Microsoft Dynamics and Microsoft Commerce server
Migration

Professional Access understands the difficulties faced while conducting platform migration and ensuring minimal business impact. PA also appreciates the challenges associated with the integration of different enterprise systems to bolster centralized architectures. Professional Access has a proven track record in migration services. They follow a well-formulated and iterative methodology for the process, including detailed assessment of the current scenario, comprehensive planning, migration, testing, and production support. In every case, they ensure successful technology migration with minimum disruption to the existing business processes.

PA’s capabilities in this domain include:

**Architecture Migration:** Decentralized architecture integration through appropriate technology and Service components using a SOA approach for high-quality service delivery

**Technology Migration:** Legacy to .NET. .NET to J2EE etc.

**Product Migration:** Migrating from one product-base to another or an upgraded version of the same for example, ATG, Microsoft Product stack.

**Platform Migration:** Standardizing architectural platforms, like migrating from Customized Web to SharePoint.

Testing

PA's testing lifecycle services provide the clients full range of services across the testing lifecycle from requirement validation to test execution. Backed by robust processes and industry standard frameworks. Their services enable the clients to bridge the gaps in their in-house quality assurance function enhancing the ability to deliver quality solutions on time. PA’s services integrate all key phases across the testing lifecycle leveraging our Global Delivery Model to offer clients’ organization to reduce costs, time and effort involved in testing. PA’s testing services portfolio includes Performance, Automation Consulting, Requirements Validation and Quality Monitoring and Auditing. PA’s testing technology/tools expertise includes Mercury Interactive Inc, Compuware, Rational (IBM) and Seague Software Inc to name a few.
Global Sourcing

Professional Access offers various types of engagement models to meet the unique requirements of the Clients. Their global development centers are located around the globe in India, US, Brazil. The engagement/delivery options provided by Professional Access which their clients could use as a combination include:

**Onsite:** PA’s onsite Services provide the clients business rich cross industry experience backed by PA’s proven ability to bridge the gap between business & IT needs at their location. These services independently cover the engagement lifecycle tasks like Project Planning and Management, Requirement Elicitation, Scoping and Analysis, Design and Development, Testing and Documentation, Delivery and Implementation and User Acceptance Testing and Sign-off.

**Onshore:** Professional Access has also setup development centers in New York, Boston (US), Sao Paulo (Brazil). These centers house highly qualified software.

Global Delivery Model

PA’s Global Delivery Model (PA-GDM) is the appropriate mix of onsite/onshore and offshore outsourcing delivery models that result in quicker deliveries, improved end-user requirements, and excellent cost-effectiveness thereby enabling zero interruption in project execution while maintaining absolute transparency using a collaboration infrastructure.

The GDM incorporates defined point of contacts for client, project teams and the governance bodies within this engagement. This model also enables PA to incorporate services from internal support teams like Core Solutions Group, Business Analysis and Consulting Services, Process Groups and PMO in different phases of the initiative. In this hybrid model only key members of the project team who need direct access to client personnel are located onsite/onshore at onsite client premises or onshore at PA’s offices. Almost all of the development and testing activities get done at PA’s offshore facilities. The subsequent production roll out support is then carried out from onsite/onshore locations.
PA has mastered the art of optimizing this hybrid Global Delivery Model and brings value by reducing the cost bubble; ensuring optimal quality and schedule adherence while enabling 24X7 turn around. The diagram below depicts the foundation on which Global Delivery Model is built.

**Insight**

Professional Access fosters innovation. PA’s innovations are in line with business needs and capability enhancements. PA help their customers keep abreast with technology advancements and business process improvements. We believe in the philosophy of being a niche player in their service areas. Professional Access is driven with the passion of delivering value and underlying principle of customer satisfaction.

**Technology Practice**

PA’s innovations in technology practices complement their belief in customer satisfaction and their astuteness in innovation. The PA’s technology practices include: ATG, J2EE, Microsoft, and Mainframe.

**Resource Library**

PA also maintains a resources library for the use of their professionals. The case studies and white papers underline PA’s partnership principles and perspicacity. Their success stories reflect the values on which Professional Access conducts itself and aligns program objectives with the customer’s business goals.

PA’s work in the fields of energy, industry, communications, information, transportation, healthcare, components and lighting has become essential parts of everyday life.

The group’s (Siemens)business is represented by various companies that span across three major business segments: Industry, Energy and Healthcare.
4.6. SIEMENS INFORMATION SYSTEMS LTD. (SISL)

History of Siemens - *From a humble workshop to a global enterprise.* Siemens was founded in Berlin by Werner von Siemens in 1847. As an extraordinary inventor, engineer and entrepreneur, Werner von Siemens made the world's first pointer telegraph and electric dynamo - inventions that helped put the spin in the industrial revolution. He was the man behind one of the most fascinating success stories of all time - by turning a humble little workshop into one of the world's largest enterprises.

As Werner had envisioned, the company he started grew from strength to strength in every field of electrical engineering. From constructing the world's first electric railway to laying the first telegraph line linking Britain and India, Siemens was responsible for building much of the modern world's infrastructure. While Werner was a tireless inventor during his days, Siemens today remains a relentless innovator. With innovations averaging 18 a day, it seems like the revolution Werner started is still going strong. Siemens is today a technology giant in more than 190 countries, employing some 440,000 people worldwide.

Siemens has been associated with India since 1867. The 1st Indo-European telegraph line connecting London and Kolkata was laid by Siemens. The Siemens Group in India is a unique player in the field of electrical and electronics engineering with a business volume aggregating to about Rs 11,800 crores. The Siemens Group in India has emerged as a leading inventor, innovator and implementer of leading-edge technology enabled solutions operating in the core business segments of Industry, Energy and Healthcare. The Group’s business is represented by various companies that span across these various segments.

Siemens brings to India the state-of-the-art technology that adds value to customers through a combination of multiple high-end technologies for complete solutions. The Group has the competence and capability to integrate all products, systems and services. It caters to Industry needs across market segments by undertaking complete projects such as Hospitals, Airports and Industrial units. The Siemens Group in India comprises of 22 companies, providing direct employment to over 17,000 persons. Currently, the group has 18 manufacturing plants, a wide network of Sales and Service offices across the country as well as over 500 channel partners.
Siemens has been synonymous with international focus and worldwide presence for 160 years. Today, Siemens is a global powerhouse with activities in nearly 190 regions. Siemens, with its world-class solutions plays a key role in India’s quest for developing modern infrastructure – Energy, healthcare, lighting, automation and controls, mobility (transport), building technology, and cross-sector business. However, its presence is more in industry. But here we are more concerned with the Siemens’ Information Systems Ltd (SISL).

Siemens IT Solutions Pvt. Ltd. is a leading provider of information technology solutions and services, offering turnkey expertise to customers for their complete IT service chain – from consulting to systems integration, IT infrastructure management and software development. The ability to provide both industry-specific solutions and cross-industry IT services is one of their fundamental strengths. Backed by the strong engineering and innovation culture of Siemens, SISL pools its IT know-how in the area of software development, services, solutions and outsourcing under one single source. SISL is a wholly owned subsidiary of Siemens Ltd. SISL is the IT arm of Siemens Ltd. SISL provides IT services and solutions globally. Since October 2007 SISL is an integral part of Siemens IT Solutions and Services, a Siemens Group company. SISL’s comprehensive solutions and services coupled with Siemens consultancy-led approach enable SISL to deliver relevant industry-specific IT solutions to a global clientele. SISL specializes in delivering right-sized and right-shored solutions offering maximum benefits, for the manufacturing, automotive, mechanical engineering, media, pharmaceutical, petrochemical; telecom; aviation; financial services; and power utilities.

Siemens Information Systems Ltd. (SISL) was formed in 1992 as a software R&D center for Siemens India. In 1997, SISL began reselling SAP in India and incidentally was the first SAP reseller in the country. By the year 1999, SISL commenced development of its own products and had grown to 1000 + employees. But today the organization has over 5000 employees. Since 2001, SISL’s main focus came to be IT outsourcing and management consulting. In 2004, Corporate Technology set up their office in India. In October 2007, SISL became an integral part of Siemens IT Solutions and Services. Over time, SISL strengthened its partnership with Siemens
group companies and became a preferred offshore software development partner for them. Today SISL is partner with all the group companies of Siemens.

Over the years SISL has been driven by an entrepreneurial spirit with a clear view to build lasting relationships with customers and provide high value added services. Since the last one year SISL has been focusing on vertical offers. Presently SISL have over 5000 professionals with a clear industry focus that is driven by its consultancy-led approach and supported by a matrix organization of supporting practices. SISL has always been a consistent performer and has grown steadily and surely.

Over the last few years, SISL have grown over 70%, making SISL one among the leading and fastest growing IT-services company in India. SISL’s outstanding growth has helped the organization win the Deloitte India fast 50 and Asia Pacific Fast 500 awards in 2005 and 2006. These awards recognize excellent performance over the three years in India and the Asia Pacific.

Quality has always been a critical element of SISL strategy and over the years SISL have embarked on quality improvement journey and have crossed several notable milestones. In 1996 SISL were ISO 9000 certified and in 2001 received CMM level 5 accreditation, and in 2005 CMMI level 5 accreditation. SISL are also People CMM level 3 accredited indicative of their mature people practices.

**SISL - the Preferred Partner for Off-shoring:** The Siemens Software Initiative has declared SISL a preferred offshore partner for the Siemens group companies. SISL provide all-inclusive and wide-ranging offshore services across Siemens' business areas in automation and control; automotive, information and communication; medical and power and transportation. SISL’s *business philosophy* is to set benchmarks by being "best in class" in its fields and create value for the customers. SISL would like to be recognized as entrepreneurial and preferred partners of its customers and take pride in growing along with the customers. SISL have a well articulated business model which allows addressing both internal as well as external customers. SISL partners with various Siemens regional and group companies to provide software services that are cost competitive and optimized
People, Quality, Innovation: The assets of SISL may be summarized in three words: people; quality and innovation. Over time SISL have established a very mature set of people processes based on competence management. SISL’s PCMM Level 3 accreditation is testimony to this. Its stringent focus on quality and productivity had elevated them to CMM Level 5 and CMMI Level 5 accredited IT organization within Siemens. It is also an ISO 9001:2000 accredited.

To SISL, innovation is integrated with entrepreneurship and it believes the simplest formula for innovation. It is continuously creating something of value for customers. A sure way to this goal is to be uncompromisingly customer-focused. To this end, SISL have diligently developed domain competence to better satisfy its customers pro-actively.

Proven Performance: Since SISL inception in 1992, it has grown steadily. Its investments in quality, people and innovation have produced hugely impressive results. In the last three years it has consistently outperformed the industry. SISL have grown over 100% in the last few years. That makes SISL among the leading and fastest growing IT-services company in India. NASSCOM has ranked SISL as 15th in its Top 20 exporters from India listing for 2006-07. Further, in 2005 SISL won the Deloitte Technology Fast 50 India, and Technology Fast 500 Asia Pacific awards. SISL’s excellent performance also helped them to win these awards in 2006 also.

Innovation at SISL: The third asset of SISL innovation. The innovation is integrated with entrepreneurship and it believes in the simplest formula for innovation “to continuously create something of value for customers”. A sure way to this goal is to be uncompromisingly customer-focused. To this end, SISL have diligently developed domain competence to better satisfy their customers pro-actively. To ensure that innovation is institutionalized and an innovation culture fostered. Siemens have a technology and innovation department within SISL to ensure that SISL continuously evolves into an innovative consulting-led organization backed by strong technology.

Corporate Social Responsibility:

Corporate Social Responsibility is an integral part of Siemens’ business philosophy – “Giving back graciously to society a piece of Siemens’ success”. Siemens does not
believe in merely handing over a cheque, but supports a cause with active participation. At the center of all these activities are the caring hands that Siemens employees extend to disadvantaged people everywhere. For Siemens, volunteering time and expertise to assist children, young people and the needy is a crucial component of their own identity.

4.7. SonicWALL®

SonicWALL®, Inc has a simple vision. SonicWall believes security solutions should be intelligent enough to adapt as organizations evolve and as threats evolve--dynamically and globally. Sonic Wall believes customers around the world should have the ability to control, manage and protect their global network easily and automatically. SonicWall believes its customers should be able to receive and share threat and defense data around the world so they can anticipate and stop attacks before they happen. Further, it desires that its customers to be able to secure any user, any device, using any application from anywhere so they can collaborate securely across different networks. All this needs to be achieved with maximum ease of deployment and at the best economic value and in a compliant framework.

Dynamic Security for the Global Network

SonicWALL provides intelligent network security and data protection solutions that enable customers and partners - around the world – to dynamically secure, control, and scale their global networks. Built upon a shared network of millions of global touch points, Dynamic Security begins by leveraging the SonicWALL Global Response Intelligent Defense (GRID) Network and the SonicWALL Threat Center that provide continuous communication, feedback, and analysis regarding the nature and changing behavior of threats worldwide. SonicWALL Research Labs continuously process this information, proactively delivering defenses and dynamic updates that defeat the latest threats. Leveraging its patented Reassembly-Free Deep Packet Inspection technology in combination with a high speed, multi-core, parallel hardware architecture, SonicWALL enables simultaneous, multi-threat scanning and analysis at wire speed and provides the technical framework that allows the entire solution to scale for deployment in high bandwidth networks. Solutions are available for the SMB through the Enterprise and are deployed in large campus environments,
distributed enterprise settings, government, retail point-of-sale and healthcare segments as well as through service providers.

**Dynamic Security for the Global Enterprise Network - SonicWALL Solutions.**

Historically, organizations have had to settle for static point solutions that can’t dynamically adapt to the continuously shifting threats or easily adjust to new technologies or business demands. These solutions also add complexity and expense. SonicWALL’s technology innovations for the enterprise offer dynamic, comprehensive, cost effective alternatives to address this fast changing world.

**SonicWALL Stops “today’s and tomorrow’s Threats”.**

Built upon a shared network of millions of global touch points, Dynamic Security begins by leveraging the SonicWALL GRID Network and the SonicWALL Threat Center that provides continuous communication, feedback, and analysis regarding the nature and changing behavior of threats worldwide. SonicWALL Research Labs continuously processes this information, proactively delivering defenses and dynamic updates that defeat the latest threats. Utilizing behavioral analysis, our innovative malware identification signature language can detect blended malware to help secure organizations in advance of many of the most malicious cyber attacks.

**SonicWALL Extends Protection Anywhere on the Global Network.**

SonicWALL leverages technological innovation with its patented Reassembly-Free Deep Packet Inspection (RFDPI) engine – the foundation for all SonicWALL network security products. By combining our single engine with a high speed, multi-core, parallel hardware architecture, we enable simultaneous, multi-threat scanning & analysis at wire speed. Importantly, this also provides the technical framework that allows the entire solution to scale for deployment in high bandwidth networks. Finally, by integrating advanced networking and remote access technologies, SonicWALL verifies and defends the security of traditional and mobile wireless networks, users and applications —and their endpoint devices—while scanning and disinfecting the entire data stream across platforms and perimeters. Along with the technological scalability, SonicWALL’s policy and administration management scales easily as your organization grows.
SonicWALL’s security solutions enable organizations of all sizes to secure their network, systems, users and data with a deep level of protection that won't compromise network performance. SonicWALL wired and wireless solutions are deployed in small and medium organizations as well as distributed enterprise environments, government, retail point-of-sale, healthcare and service providers.

**Critically Acclaimed Products & Solutions.**

SonicWALL has been hailed by industry publications such as Network World, InfoWorld, PC Magazine, and SC Magazine for easy to use, high quality, and high performance appliances and services. Gartner, considered a leading analyst firm, named SonicWALL in the Visionaries Quadrant in the SSL VPN Magic Quadrant 2009, and most recently named SonicWALL in the Leaders Quadrant in Gartner's UTM Magic Quadrant 2010.

Its appliances have a worldwide installed base of more than 1,000,000 units, protecting millions of users. SonicWALL's integrated security solutions feature high-performance, solid-state firewalls and VPN appliances with application intelligence and control plus value-added security subscriptions such as anti-virus, intrusion prevention and anti-spyware, for wired and wireless networks of all sizes. Its award-winning SonicWALL Global Management System, which allows network administrators to centrally manage and provision thousands of security appliances across a widely distributed network, further enhances the value businesses realize from a SonicWALL solution.

**24 X 7 Support**

To address the global needs of customers and partners, SonicWALL provides a comprehensive team of 24x7 technical support professionals, in-depth consulting and design services, and Technical Training and Certification courses. These services are designed to help customers effectively plan, deploy, and manage their security infrastructures.
Partner & Reseller Network

SonicWALL continues to develop strategic relationships with key partners and resellers. More than 15,000 resellers and distributors worldwide offer the SonicWALL line of solutions.

4. 8. SYMPHONY SERVICES

Symphony Services is a leading global specialist, providing software product engineering outsourcing services to Independent Software Vendors (ISVs), software enabled businesses and companies whose products contain embedded software. These companies partner with Symphony Services to achieve their business goals, by relying on Symphony’s commitment to drive real business results and Symphony’s proven ability to deliver high-quality services and support throughout the product lifecycle.

Symphony’s focus on Engineering Outcome Certainty TM drives R&D results that shorten time-to-market, ensure higher quality, reduce the cost of quality, and delivers greater innovation to compete in a global marketplace. While most service providers solely concentrate on “outputs” (performing tasks based on T&M), Symphony Services delivers “outcomes” (based on results-oriented performance metrics). This maps everything Symphony does directly to Symphony’s clients’ strategic and R&D objectives, with special attention paid to time-to value. And, with over 150 clients and more than 1,200 new software product releases annually, Symphony’s model has proven to be highly effective for some of the world’s most recognizable companies.

The software lifecycle is at the core of all of Symphony Services offerings. As a pure-play specialist, product development is engineered into Symphony’s DNA. From turnkey product development and full lifecycle management, to individual services (architecture, UI development, functionality development, QA and security testing, etc.), Symphony Services can address any product development need.

Symphony Services client base comprises of companies from numerous industries, including:

- Banking & Financial Services
- Business Services
- Healthcare & Pharmaceuticals
• High-tech
• Information Service Providers
• Insurance
• Internet Service Providers
• Manufacturing
• Retail
• Storage
• Telecom.

Symphony Services is headquartered in Paulo Alto, CA, and has major Global Operations Centers in the US, India and China. Utilizing a multi-shore delivery approach, Symphony Services maximizes quality and efficiency, while minimizing costs for the clients. And Symphony Technology Group (STG) is a strategic private equity firm with the mission of investing in and building great software and services companies. In addition to capital, STG provides transformation expertise to enable its companies to deliver maximum value to their clients, to drive growth through innovation, to retain and attract the best talent and to achieve best in class business performance. STG's current portfolio consists of eight global companies.

**Value Proposition:** Symphony Services has changed the rules of outsourced software product engineering. Symphony Services brings certainty and success to the clients’ software engineering initiatives – in the form of Outcome Certainty™.

**What does Outcome Certainty™ Mean?** Outcome Certainty™ is about getting the results you require to meet your business objectives. It’s about achieving goals, driving innovation and bringing predictability to costs, schedules and quality of the outsourced software product engineering process. Traditional outsourcing revolved around contracting for inputs (resources, rates), but were abstracted from results. Outcome Certainty™ puts the focus where it belongs – getting the work done that leads to business success. Symphony Services ensures that leading technology companies maximize the ROI from their engineering investments and deliver market-leading products to drive their success.
Why Outcome Certainty™ is Important to Clients?

Symphony knows that results are the only measure of success, so they have revolutionized the outsourced software engineering engagement model by focusing on outcomes, not just resources and rates. With Symphony Services’ Outcome Certainty™ Symphony Services stand behind the commitments Symphony makes and the work they do. Symphony is giving clients what they need -- the predictability (costs, schedule, and quality) required executing on their business strategy. Symphony’s risk-reward partnership model and focus on metrics and transparency ensure complete alignment with client’s business and R&D objectives.

Flexible Engagement Models for Optimal Results

Symphony Services offers a variety of engagement models to ensure that the specific needs of each of the clients are met. These models range from consulting and traditional T&M engagements, to assuming full lifecycle responsibility for a client’s product line, with staffing at appropriate numbers and skill levels to achieve optimum results. Symphony Services also delivers a truly global delivery model, with resources in the United States, Europe, India and China.

**Contract Insourcing:** Specialized engineering resources join the client’s team on-site.
- **Consulting:** The right mix of experts to answer client’s strategic technology questions and help the client achieve the desired business outcomes.
- **Projects:** Specialized resources suited for discrete work on all or part of the product lifecycle.
- **Dedicated Teams:** A purpose-built Global Operations Center (GOC) extends client’s R&D team’s capabilities on an ongoing basis.
- **Total Product Line Management:** Symphony Services takes on full product lifecycle and service responsibility for an individual product or product line.
- **Captive Transfer:** Symphony Services takes full operational responsibility for client’s captive, ensuring maximum performance by managing productivity, economies of scale and personnel resourcing.
Product Development

Symphony Services is helping clients create the next generation of software offerings. As a "pure-play" specialist, Product Development is our DNA. Symphony service can support the entire continuum of product development activities, providing complete turnkey services, or handling individual segments of the process (architecture, UI development, functionality development, QA and security testing, etc.). Symphony Services works as a seamless extension of on-shore client teams; therefore, it is adapting development processes used by the client to the offshore environment.

Symphony service's clients expect faster time to market and more new features per release and deliver equal productivity to their team. It also focuses on Engineering Outcome Certainty TM drives R&D results that shorten time-to-market for new products, ensure higher quality, reduced cost of quality and delivers greater innovation to compete in a global marketplace. Unlike most service providers who concentrate on “output” (performing tasks), Symphony Services delivers “outcomes” (based on results-oriented, performance metrics). This isn't about staff augmentation; it's about picking the right partner. Symphony's team of highly skilled software architects and engineers can take a Product Requirements Document and develop the complete product. Symphony employees work with a variety of development and test environments, utilizing a large spectrum of tools and technologies. Across development centers for their clients, it also uses a variety of development processes and is very conversant with Agile, Iterative and Waterfall development methodologies. Symphony prides itself on always adding value through deep technical expertise.

End-to-End Product Development Services: Symphony’s Product Development offering includes the range of PDLC services from Design and Development to Sustenance and Support, and also extends laterally to Platform Modernization and Application Management. The offerings palate is listed below:

- Architecture Design
- Quality Engineering
- Sustenance Engineering
- Professional Services & Support
• Product Management
• Platform Modernization
• Application Management

Symphony also provides the following specialty services to complement the above core capabilities:
• Globalization, Internationalization & Localization Services
• User Experience
• Technical Documentation.

PRODUCT QUALITY MANAGEMENT

According to Gartner, software Quality Assurance and Testing consumes up to 50% of a software product’s lifecycle, and a majority of the ISV industry has issues with time and cost spent in testing. Additionally, Gartner states that even if only 50% of software defects were removed prior to the software being put into production, enterprise configuration management and incident response costs would be reduced by 75% each, and will lead to $5-7M savings for most ISVs. It is for these reasons, as well as their experience from providing product quality services to over 150 clients, that Symphony Services developed Product Quality Management (PQM).

PQM Benefits: With Product Quality Management (PQM) by Symphony Services, their clients experience:
• Reduced R&D costs by removing more defects throughout the build cycle
• Faster time-to-market and reduced costs by automating the test cycle
• Improved customer satisfaction with higher quality product releases
• Greater revenue opportunity and increased competitiveness with more frequent releases

Symphony’s PQM Offerings are: (1) Engineering servicers, (2) daily build & test, (3) automation and regression, (4) Integration, Performance, Usability & Security, (5) Engineering IT Operations and (6) Problem Management.

Industry analysts estimate that up to 80% of R&D budgets are allocated to maintaining legacy products. But, older products are vulnerable to competitive pressures, yielding decreased revenue and margins. Moreover, a lopsided resource
allocation to older products significantly limits a company’s ability to work on the next generation of products that could leverage high-growth market opportunities. With a shrinking product investment window, a firm’s investment in its client base declines and eventually, enterprise clients migrate away due to poor support strategies around non-core products.

**Symphony’s Software Lifecycle Management Offerings:**

Symphony Services’ Software Lifecycle Management (SLM) Services offer product companies alternatives to manage the de-investment in mature products and drive transformation. Symphony Services takes on end-to-end responsibility for selected products and product lines, from full PDLC and support services to sales and operational activities, all aligned against agreed-upon SLAs and using a global delivery model to reduce the cost of operations. Symphony’s offering is in sync with industry-recognized SLM best practices (Forrester Report, April 2009) that keep programs manageable, drive collaboration across the development process and integrate to downstream applications. Through a diverse set of outcome-based SLM engagement models that enable clients to either retain revenues or focus on pure margins or maximize cash, Symphony guarantees the alignment of delivery to client’s business objectives.

**How Does Symphony Do It?**

- Symphony Services’ development team’s patented, repeatable processes begins with a careful assessment of clients’ SLM needs to ensure its services are perfectly aligned with the organization’s business goals.
- Symphony assumes full accountability for all aspects of the PDLC and business operation for targeted products. It assumes all contractual SLAs.
- Every product function is measured and analyzed for continuous product improvement Key subject matter experts are reallocated
- Budget and resource management is optimized through global delivery

SLM services of Symphony mitigate the challenge of having too many R&D resources committed to legacy product lines, when their time and expertise are better spent developing new products to ensure the company stays ahead of evolving market demand.
Delivering Key Benefits to Clients

Symphony Services’ outcome-driven solutions are backed by SLAs. The company has, on average, reduced clients’ product management costs by over 25 percent; extended product life related revenue by up to 50 percent; and lowered support costs by 40 percent – all without sacrificing on outcomes.

Analytics services:

Symphony Services has helped companies create value across the entire spectrum of analytics – from simple report creation, to sophisticated, closed-loop, analytical decision-support solutions. With numerous awards and an impressive customer list, our success has been driven by our commitment to enabling insightful, fact-based and agile business processes that produce superior results. We offer analytic services for ISVs including software companies, web-based service providers and infomediaries as well for large enterprises.

Offerings for ISVs:

- **Analytic and Decision Support Solutions** - A suite of services and solutions that includes cleansing and organizing data for analytic applications, developing analytic solution strategies, designing and building analytic applications, and operating analytic business processes for our clients to help them produce insights.
- **Analytics Technology R&D** - A suite of services to develop and extend fundamental analytics and business intelligence technology, including private label analytic platform development and custom-user experience development.
- **Report Factory** - A service that develops, expands and/or maintains business intelligence reports and report libraries, based on client-selected technologies.

Offerings for Enterprises: Business Analytic Solutions and Services - A suite of services and solutions for the Operations team aimed to help manage business variability and deliver superior results.

**Engineering Services:** Some of the key and most critical needs of any R&D organization are lower time to market and lower cost to market. As companies scramble to deliver a wide variety of choices to their consumers, they continue to
grapple with the demands of designing and producing a large number of variants and models every year, meeting critical timelines and costs and adhering to rigid safety standards. Towards this endeavor, Symphony Engineering Services is geared to deliver on these needs across the entire “Engineering Value Chain” – primarily in the domains of Automotive, Aerospace and General Engineering. The broad spectrum of services includes:

- **Engineering Design and Simulation Services**
  - This revolves around CAD, CAE and CFD services

- **Engineering Product Data and Simulation Data Management Services**
  - This revolves around PLM and Simulation Automation tools

- **Outsourced Software Product Development of Engineering Services Software Tools**
  - This is derived from Symphony’s core OPD services expertise for ES ISVs

**Symphony Engineering Service Offerings:** Symphony Services’ core expertise in Outsourced Software Product Services coupled with its deep understanding of Engineering design for Automotive, Aerospace and General Engineering customers, places it in a unique position to offer OPD services to the ISVs of ES tools, the additional focus being in the areas of Geometry, Meshing and HPC.

**Product Engineering – CAD, CAE, CFD and PLM**

- Software Product Development Sustenance, Support, Customization Implementation,
- Geometry & Meshing Algorithms,
- High Performance Computing, and
- GUI Development.

Symphony’s primary offering in Engineering Design to its OEM customers ranges across design and design optimization using CAD, simulation and computer aided testing across CAE and CFD and more the generic volume offerings like the Meshing Factory and the CAD Bureau Services.

Symphony Services’ rich global heritage and leadership in outsourced software and hardware product development have made it the logical choice for many US
companies seeking strategic temporary staff augmentation. With Symphony’s nationwide network, a deep multi-disciplined talent pool, an advanced placement processes and customers including Cisco, Motorola, Volvo and others, Symphony’s Strategic Staffing group can help the client’s organization ramp up quickly and efficiently.

Symphony’s innovative approach to enhancing their clients’ teams enables them to meet strict resource requirements with industry leading response times and quality. Symphony’s Strategic Staffing group offers the industry’s only 4 week guarantee. The markets covered by their staffing teams mirror the expertise of Symphony as a whole, with their greatest strength and expertise falling within the telecom, consumer electronics and devices, automotive, medical devices and healthcare. Some examples of their domain specialties include (but are not limited to):

- Embedded and Systems Level Software Development -
  - Device Drivers, BSP’s, RTOS, Kernel and OS development networking and Communications, and
  - Protocols, Middleware.
- Hardware Engineering -
  - Electrical Engineering, Chip and board level design and verification, and
  - FPGA, ASIC, Analog, Digital, Mixed Signal.
- Software Quality Assurance, Test Engineering -
  - Test Automation, functional/performance/stress/regression/SMoke testing, test bench development and Implementation, bug and defect tracking.
- Application Software Development for ISV’s and the Enterprise -
  - Enterprise Mobility Application Development and QA for iOS, Android, Windows Mobile, Symbian and Blackberry,
  - CRM and ERP integration: Oracle, Siebel, SAP, MS Dynamics, MS SharePoint.

Web 2.0, E-commerce, Java, .NET, AJAX, Silverlight, Open Source Technologies, SoA, SaaS, Cloud Computing are other services. At Symphony we deliver proven team members for each assignment. Over 50% of the consultants we deploy have
worked for us before, or have been referred by a trusted member of our consulting team that has worked for us previously. Symphony’s exhaustive candidate screening and scoring process ensures the most efficient process to fill your critical needs.

Working at Symphony Services

If you look at the core of a high performing organization you'll see high quality people. Symphony’s future depends squarely on people who are empowered, innovative and thrive on teamwork.

As a vibrant and high growth global services company, Symphony’s horizon extends beyond high-end technology. They strive to develop world-class product engineering professionals, create superior teams and encourage personal growth. Life at Symphony is challenging and intellectually stimulating—with a work environment shaped by people who take pride in building great products for clients and enjoy being global citizens.

Symphony invests in the future by providing training and education to create technical and domain leaders and effective managers. They also provide career development programs to help each employee reach his personal potential.

**Embedded Systems and Software**

Consumer demand has driven today’s products – from mobile phones and automobiles to refrigerators to television sets – to include many advanced features enabled through the use of software-driven electronics. The pervasiveness of embedded software means devices are more complex than ever, leading to a need for more product validation, a longer and more expensive product development process, and lower product quality and reliability. Additionally, user experience has become an important differentiator.

With a combined experience of more than 2500 person-years in the embedded space for markets like healthcare, telecom, consumer electronics etc., Symphony Services is well positioned to deliver the right technology platforms, solutions and time-to-market accelerators to help clients in the Embedded space accelerate product introduction, reduce development costs and maintain market leadership. Symphony’s capability across the product development lifecycle, in addition to professional
services like customization and post-deployment support and our flexible engagement model, makes us the ideal partner of choice.

**Embedded Product Lifecycle Services**

Symphony has executed many projects for new products as well as provided services for existing products. Symphony’s embedded product lifecycle services provide:

- **New Product Development:** Feasibility study, architecture, design, development, globalization, localization & internationalization, technical documentation
- **Product Verification & Validation:** Test plan design, test case management, test automation, regression testing, PSR testing, platform certification, test strategy and best practice development
- **Product Migration:** Drive revenue by migrating products through upfront system/application analysis; faster platform migration and time-to-market
- **Professional Services & Support:** Customization, Implementation, Migration, Upgrade, Level 1, Level 2 and Level 3 support
- **Software Lifecycle Management:** Lifecycle enhancements, bug fixing, service packs release, feature enhancements and regression testing
- **Infrastructure Management:** Network design & implementation, network management, data center management, telecom asset management, ITIL certification readiness.

**Software Management Solutions:**

Symphony’s Software Management Solutions (SMS) provide best-in-class Asset Management, Telecom Expense Management, Inventory Management, Infrastructure Management and Device Management. SMS maximize ROI for our clients leveraging integrated software and services executed through innovative business models that enable clients to reduce operational spend or increase capabilities that generate revenue. Symphony SMS draws from the company’s deep domain expertise in Business Operations Management and Software Lifecycle Management. SMS' core market focus includes large to medium organizations with operations in North America, South America, Europe, Middle East and Asia Pacific.
Symphony’s Software Management Services (SMS) include:

- **Communications Lifecycle Management** - SSML will manage your entire communications through an unique approach to invoice reconciliation, operations optimization and improving accounting productivity.

- **Mobile Device Management** - SSML enable enterprise-wide control of mobile device application deployment, license management and security, configuration and policy management.

- **IT Service Management** - SSML enable management of Enterprise IT Infrastructure using ITIL Delivery Processes

- **Web Access Management** - SSML enable centralized access management to your web-based enterprise applications

- **Software Lifecycle Management** - SSML maximize ROI on client’s software product investments minimizing client churn and maximizing product life.

SMS focuses on implementing industry-best practices garnered from over 25 years of experience with the industry’s leading enterprises creating long-term process improvement, strategic sourcing solutions and efficiencies for its clients. The solutions offered by Symphony SMS include a suite of modular applications and services with multiple delivery options. Our clients realize the proven benefits of significant cost savings, increased management control, and productivity improvements.

Symphony Services is dedicated to helping clients compress time to market, achieve higher innovation yields, and improve productivity to increase the value from their R&D investments. From strategic consulting guidance to complete product lifecycle capabilities, Symphony is distinguished by a singular focus on product development and collaborative, end-to-end solutions.

*A symphony is characterized by a harmonious combination of elements to achieve a singular voice.*

An organization's most important customers are its own employees. As a leading provider of Human Capital Management consulting services and an SAP Partner, Symphony has assisted numerous private and public sector organizations in transforming their HR departments. This transformation has allowed our clients to
become efficient infrastructures that spend less time on administration and more time as a strategic partner within their organizations.

**Awards underscore Symphony Services' commitment and investment in innovation and passion for clients' success.** Symphony Services announced it has won two top awards from leading private equity firm, Symphony Technology Group (STG). The President's Award and the Platinum Award honor the Symphony Services team for its unparalleled success in driving revolutionary product outcomes for clients, while advancing the company's reputation for innovation with breakthrough technologies that bolster clients' competitive position in their respective markets.

Bestowed by STG and a network of ten worldwide software and services companies who together form the STG Innovation Council, the Innovation Awards recognize leadership across major areas of the outsourced software development process, including technology, process and business model innovation, as well as partner-enabled innovation.

Symphony Unified Monitoring and Management of IT (SUMMIT) solution secured the President's Award. **SUMMIT Takes President's Award for Managing Enterprise IT** Symphony Services' breakthrough work in the development of the SUMMIT honors. SUMMIT enables software companies and enterprises to effectively manage their enterprise IT environments. The solution drives significant organizational efficiencies and best practices in the areas of IT governance, optimizing service levels, increasing productivity and supporting automation. The STG Innovation Council recognized SUMMIT as the one-stop approach to enterprise IT management that is crucial for today's organizations as they expand in size and needs. With SUMMIT's impressive market debut and proven model, Symphony Services predicts the solution will drive significant revenue in the coming years.

Symphony Services' Advanced Healthcare Solution Receives Platinum Award by developing an advanced algorithm able to detect "human fall" for leading products in the Personal Emergency Response Systems (PERS) market, the Symphony Services team secured the Platinum Award honors. The algorithm is able to differentiate between the many injuries that may occur as a result of falls and other accidents, and prepare emergency first responders. This highly advanced solution advances
Symphony Services' standing in the ultra competitive and fast growing healthcare IT solutions market and ultimately won over the STG Innovation Council judges.

"Winning these awards sends the strongest signal to the market that at Symphony Services we are constantly pushing the boundaries of innovation on behalf of our global clients," said the, Chief Executive Officer, Symphony Services. "We are extremely proud of this latest recognition of our cutting edge work and believe these types of solutions are a key element of clients' buying criteria today. We congratulate our dedicated employee base worldwide for their outstanding work."

Symphony Services is a leader in software product engineering services. The company's innovative Engineering Outcome Certainty engagement model offers a strict metrics-driven approach, ensuring complete alignment with clients' business objectives. This methodology is proven to help clients achieve a range of goals, from improving product line revenue to raising client satisfaction, increasing product innovations and reducing time-to-market.

The company's 3,500 employees globally support over 1,200 product releases annually, helping clients drive unparalleled innovation while bringing predictability to costs, schedules and quality of the outsourced engineering process. Symphony Services' capabilities across the full Product Development Lifecycle maximize the ROI for client engineering organizations while delivering market-leading products in Telecom, Healthcare, Energy, Automotive, Consumer Electronics, Financial Services and Internet Commerce.

4. 9. WIPRO TECHNOLOGIES

Wipro Limited is a global information technology (IT) services company. It also provides outsourced research and development, infrastructure outsourcing, business process outsourcing (BPO) and business consulting services. The Company operates in three segments: IT Services, IT Products, Consumer Care and Lighting. Its IT Services segment provides a range of IT and IT enabled services, which includes IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, technology infrastructure outsourcing, BPO services and research and development services in the areas of hardware and
software design. Its IT Products segment provides a range of IT products, which include computing, storage, networking, security and software products.

Wipro was previously known as Western India Vegetable Products Ltd. It was started by Mr. M. H Premji in 1945. The company manufactured vegetable oil, vegetable ghee and laundry soap. In 1966, upon the untimely demise of Mr. M. H. Premji, his son, Mr. Azim Hasham Premji, a 21-year-old student of engineering at Stanford University, was called upon to run the company. Under him, Wipro embarked on an ambitious phase of expansion. The business diversified into fluid power, soaps, toiletries, lighting and baby care products, and distribution was considerably expanded. Some of the important consumer products made by Wipro include soaps, baby care products, bulbs, tube lights, shampoos, powder etc. The financial strength of the consumer care division powered further diversifications, particularly in infotech and healthcare.

Reinvention and Wipro go hand-in-hand as far as technology and process advancement is concerned. Wipro is a global IT services company that provides Consulting, Business Process Outsourcing, Business Technology Services, Enterprise Application Services, Infrastructure Management, Testing, Product Engineering, Engineering Design and Product Support. Wipro’s services are spread across a range of strategic domains.

WIPRO is the first CMMi Level 5 certified software services company and the first outside USA to receive the IEEE Software Process Award. However, when Wipro was formed as a vegetable oil refining company in 1947 the dramatic change in the company’s industry dynamics could only have been predicted considering the fact that it was always reinventing itself.

The Infotech era began in the late seventies and Wipro set up its IT business in Bangalore in 1980. Wipro became the No.1 listed company in the country in just 15 years. In a reorganization, the firm went public with Wipro Technologies, the global IT services subsidiary, whose gross income grew by 65 percent to reach Rs.1042 crore ($240 million). Wipro's software business was assessed at SEI CMM Level 5 (Wipro's technology divisions, global R&D and telecom solutions contributed 46 percent of the software revenue, and the balance was accounted for by enterprise
solutions business. E-commerce contributed 15 percent of enterprise solutions revenue for the year. Sales and other incomes of the second division, Wipro Infotech, the Indian IT services and products business that takes care of networking solutions, customer services, computers and peripherals, grew by 20 percent to Rs.825 crore.

The India and Middle East IT business unit of Wipro Limited is one of the fastest growing companies in the Middle East. This unit offers a 360 degree service portfolio spanning the entire IT life cycle. This includes Consulting, Business Solutions, System Integration, Infrastructure and Application Management and Total Outsourcing services where we service all IT needs of a customer, end-to-end.

Wipro Technologies is the world's first PCMM Level 5 and SEI CMM Level certified IT Services Company. Wipro provides comprehensive IT solutions and services, including Systems Integration, Information Systems Outsourcing, Package Implementation, Software Application Development & Maintenance, and Research & Development services to corporations globally. Within the Indian market, WIPRO are leaders in providing IT solutions and services for the corporate segment in India. Wipro offers Systems Integration, Network Integration, Software Solutions and IT services. Wipro's ADRs are listed on the New York Stock Exchange, and its equity shares are listed in India on the Stock exchange - Mumbai, and the National Stock Exchange, among others.

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 US $ 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.

Wipro makes an ideal partner for organizations looking at transformational IT solutions because of its core capabilities, great human resources, commitment to quality and the global infrastructure to deliver a wide range of technology and business consulting solutions and services, 24/7. Wipro enables business results by
being a ‘transformation catalyst’. It offers integrated portfolio of services to its clients in the areas of Consulting, System Integration and Outsourcing for key-industry verticals.

**Vision and Mission of Wipro:** The Vision of Wipro has been *“Be one among the top ten IT Business Companies in the World and number one in India”*. At the same time it’s Mission has been “to attain leadership in the areas of business, customer service and people”. However, as for the customer area is concerned Wipro desires to be the No. 1 company through innovative solutions and Six Sigma processes. Similarly, as for people leadership is concerned it’s big aim is to be among the top most preferred employers globally by creating an environment of empowerment, intellectual challenge and wealth sharing”.

Wipro has also well defined set of Values for guiding the functioning of its employees known as SPIRIT OF LIFE. These are:

I. Intensity to Win
   a) Make customers successful, and
   b) Team, Innovate, Excel.

II. Act with Sensitivity
   i) Respect for the Individual, and
   j) Thoughtful and Responsible.

III. Unyielding Integrity
   1) Delivery on Commitment, and
   2) Honesty and Fairness in action.

**Leadership at Wipro: building trust:**

With more than 120,000 associates from over 70 nationalities and 72 plus global delivery centers in over 55 countries, Wipro’s services span financial services, retail, transportation, manufacturing, healthcare services, energy and utilities, technology, telecom and media. Wipro’s unwavering focus has been on business transformation with matchless innovation in service delivery and business models. More than 800 active clients that include governments, educational institutes, utility services, and over 150 Global Fortune 500 enterprises have benefited from this approach.
Innovation at Wipro: delivering enhanced business performance:

Wipro is at the forefront of technological and business co-innovation with 136 patents and invention disclosures. With enhanced business performance at the core of its deliveries due to its strong R&D and Innovation focus, Wipro gets an enviable 95 percent repeat business. Wipro make its clients business more efficient through a combination of process transformation, outsourcing, consulting and technology products and services. As the world’s first SEI CMM Level 5 Company, Wipro endeavors to deliver reliability and effectiveness to its customers by maintaining high standards in service offerings through robust internal processes and people management systems.

One of the world’s largest third party R&D services provider, Wipro caters to product engineering requirements in multiple domains. Most of the technology that you come across in daily life - airplanes, automobile navigation systems, cell phones, computing servers, drug delivery devices, microwaves, printers, refrigerators, set top boxes, TVs - will find a Wipro component in them. WIPRO service portfolio includes product strategy and architecture, application and embedded software, electronic and mechanical hardware, system testing, compliance and certification and product sustenance and support.

Wipro believes that certain core technologies have a significant impact on business competitiveness going forward. Towards that direction, Wipro’s Research and Development activity is currently focused on Cloud Computing, Collaboration, Green Technologies, Mobility Applications, Social Computing, Information Management and Security. World over, businesses are transforming constantly, in order to get better and better. Wipro provides the right insight, technology and support to help businesses transform, making business functions simpler, faster and better. In other words, Wipro transforms businesses that help transform lives.

After three decades in the IT industry, backed with unmatched technical expertise and insights, Wipro have maintained the highest levels of compliance and quality that go with the changing times and technologies. WIPRO knowledge investments are backed by years of R&D and have led to the creation of labs and ‘Centers of Excellence’ that have produced innovative solutions.


**Wipro Systems & Technology**

Talk about features, styling and performance and you will find that all and more in Wipro’s range of computing products. These products are developed to operate in a green environment and bear the stamp of Wipro’s commitment to excellence and quality Wipro Council for Industry Research.

The Wipro Council for Industry Research comprising of domain and technology experts from the organization aims to address the needs of customers by specifically looking at innovative strategies that will help them gain competitive advantage in the market. The Council in collaboration with leading academic institutions and industry bodies studies market trends to equip organizations with insights that facilitate their IT and business strategies:

- **Business research**
- **Industry research**
- **Academic Collaboration**
  - By Business Need
  - Cloud computing
  - Virtualization
  - Sustainability/Green IT
  - Supply chain Optimization
  - Collaboration.
  - Customer Experience.

**Corporate Social responsibility:**

Wipro has been one of the top Corporate organizations in India with a high sense of social responsibility extensively exhibited to the people of India. The latest measure taken by Wipro has been the starting of Wipro University – a unique university in the country – that aims at training the teachers at various levels - and also running schools at the village levels through its special wing called Azim Premji Foundation. The Wipro Corporation has been reaching the people of India to create new opportunities for the needy in the field of education.
Wipro’s commitment has never been limited to the IT initiatives they execute in the daily functions at Wipro. Over the years, they have developed a clear road to realize their vision of taking Wipro’s success to other sections of society who struggle to care for their own basic needs.

**Wipro Cares**

Realities keep changing in an unpredictable world. In the midst of this there arise crises that need to be immediately attended to and through Wipro Cares, the Company strives hard to address them. From community relief and rehabilitation in times of disasters to education opportunities, health and wellness programs for the needy, they make sure that their social initiatives touch every level of society that needs the help of Wipro. The Wipro Care program is executed with the help of the employees who are free to volunteer their services and other recognized voluntary organizations who make sure the goal is never out of focus.

**Wipro Applying Thoughts in Schools**

Education is recognized as a key investment in Wipro, not only within, but also marked and leveraged as a social initiative. Through the Applying Thought in Schools initiative, they take the tagline seriously enough to build a network of social organizations committed to education reform. Education quality, research and interventions are clearly defined that their program explores.

**Eco Eye**

Wipro’s commitment to the ecology is as strong as their every endeavor. Wipro believes that the future lies in sustainable solutions that will never interfere with the environment, an integral part of Wipro’s social initiatives. With the formation of Eco Eye, Wipro are now a business that incorporates better ecological balance in every project they execute.

**Awards and recognition**

Wipro has been one of the most recognized and respected companies worldwide and has been awarded with innumerable corporate awards for the various milestones
achieved since 1993. Since the lists of these awards and recognitions are very long, here I am listing the awards and recognitions won by Wipro only during 2011. The following is this list:

- Awarded with REMMY (the recruitment Marketing) Award by the Times Group.
- Outstanding Excellence Award for Best IT Enablement in BPO.
- BPO Excellence Award for Operational excellence & Quality.
- BPO Excellence Award for Use of technology for Operational excellence.
- BPO Excellence Award for Fun at Work.
- BPO Excellence award for outstanding Work in Utilities Company, UK
- Award with D. L. Shah National Quality Award.

To close the presentation of the business and technological profiles of the IT organizations selected for this study it may be observed that these are the IT organizations functioning in different domains. Some of them are Indian companies while others are the multinationals; some are small in size in terms of the number of persons employed while some are big employing over 120,000 persons, some are financially very large and some have occupied a high place among the IT organizations, as for example, Wipro has occupied number 3 position among the top ten IT companies in India; some are the IT wings of their parent companies like the Siemens Information Systems Ltd and Dover Solutions India, some are in software development while others like Symphony Services are in Software product engineering; some are new to the field like the KTtwo Technologies while some among the Indian companies are quite old in the field as for example, the Wipro, some are the established to serve the parent companies in the matter of software and information technology like CISCO WEBEX and Siemens Information Systems Ltd. And some are continuously expanding their business incorporating the new technology while some are merging with some international corporate organizations in the field – Professional Access is merging with Oracle, and the Siemens Information Systems Ltd. is taken over by Atos Origin. But each one has its unique place in the industry. In short it may be stated that the organizations selected for this study constitute a fair cross section of the IT industry in Bengaluru even though their number is small. Even we may say that it is a representative sample enabling us to make generalizations.