Deloitte.

Offshoring
– how to ensure success

Contents

Introduction

Introducing global delivery models are complex initiatives. Add outsourcing[1] and an offshoring component and you have an even bigger challenge with major changes in your ways of working. Language barriers and cultural differences add to the complexity.

The top reason to outsource overseas is to benefit from lower cost and cheaper prices and there is a widely spread expectation (2012 Global Outsourcing and Insourcing Survey Report) that cost of operations will fall significantly for the same piece of work that has been done for a long time with in house personnel.

Wisely pursued offshoring can be a key strategy for organizations to remain competitive and strengthen their position on the market. When well executed, an effective transition can unlock the value of an outsourcing engagement, thereby laying the groundwork for a relationship that can last for many years to come.

This study introduces offshoring from a vendor perspective where a number of the major Indian heritage vendors have been asked to give their views on how to avoid pitfalls that may arise when entering offshoring arrangements, all the way from preparation to operation, thus giving the reader a glimpse of some of the important considerations when entering into an offshoring engagement with a third party supplier.

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[1] Throughout this paper, the word "outsourcing" refers specifically to business process and IT services outsourcing, and specifically excludes the practice of moving manufacturing operations abroad.
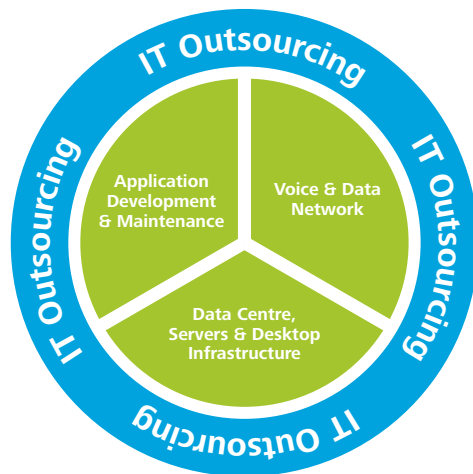
Outsourcing & offshoring

In simplest terms, outsourcing is the contracting of a business function to an external supplier. This often involves the transfer of process, people and assets to the supplier. Outsourcing can also involve offshoring as well as significant transformation, for instance where an IT function is outsourced and the supplier migrate services to their own, lower cost infrastructure.

Outsourcing is most mature in the Information Technology (IT) sector and is increasingly developing to include a wide range of business processes such as HR, Finance, Procurement, Customer Service and other back office operations functions. Hence, two main strands of outsourcing have merged; IT outsourcing (ITO) and Business Process Outsourcing (BPO).

Outsourcing by nature means that a certain part of your delivery is placed with an external vendor who can apply any of the following delivery models:

- **Within Country** – Service is generally performed in the same country as the service is received or in a country where labor rates are generally consistent with those where the service is received (e.g. US-to-US, US-to-UK, Sweden-to-UK, etc.).
- **Near Shore** – Service is generally performed in another country near where the service is received (usually within or close to the same time zone) and where labor rates are generally lower than those where the service is received (e.g. Mexico-to-US, Eastern Europe-to-Sweden, etc.)
- **Offshore** – Service is generally performed in another country where labor rates are lower than those where the service is received and there may be a significant difference in time zone (e.g. India-to-Sweden, Philippines-to-UK, etc.)

IT Outsourcing

Application Development & Maintenance

Voice & Data Network

Data Centre, Servers & Desktop Infrastructure

Business Process Outsourcing

Finance

Human Resources

Operations & Back Office Processing

In recent years, offshore providers have entered the European market, providing increasingly sophisticated alternatives to the established US and European providers.

The outsourcing market is growing in complexity. In recent years, offshore providers have entered the European market, providing increasingly sophisticated alternatives to the established US and European providers. Outsourcing can also bring regulatory and financial challenges, with legislation around services frequently changing, and the tax implications of shifting approaches to sales taxes bringing considerable complexity. Throw in issues such as risk and rapid, game changing technological advances such as "Cloud Computing", and you have a market increasing in sophistication and complexity.

A challenging relationship

Given the scale, the investment and the sheer potential for risk involved in embarking upon outsourcing projects, a second opinion is not just a "nice to have", it's a must. The potential to achieve significant savings through outsourcing is well known. However, there are a number of times where companies hit obstacles, get entangled in complexities or simply get it wrong. Without adequate advice, planning and management, outsourcing projects can and do fail. "Outsourcing failure stories" is its own Google keyword, and the consequences of a messy public divorce can be disastrous.

In our experience, organisation will almost certainly fail to realise the benefits of outsourcing unless they stick rigorously to the following steps:

- Adequately plan and manage outsourcing process.
- Establish an effective governance process.
- Manage the potential commercial and legal risk.
- Obtain sufficient knowledge and insight in outsourcing.
- Maintain control and tightly link all activities to the objectives.

Ensuring success and avoiding pitfalls

Deloitte asked five vendors active in the Swedish market about their capabilities and their point of view of what makes successful engagements and what preparations organizations considering offshoring delivery should undertake. The following vendors participated:

• Wipro
• HCL
• TCS
• Mahindra Satyam
• L & T Infotech

All of them have substantial experience in the field of enterprise applications, where particularly strong support can be seen for niche applications in the Banking and Telecom industries. Generally, vendors have broad experience of development projects and application maintenance. Although "traditional" services for offshoring such as application development and maintenance still represents a substantial part of the offshoring vendors businesses, a highly emerging trend is the cloud concept where the vendors are offering scalable IT services through on-demand models.

Further, the vendors are expecting the enterprise mobility area to emerge as more and more corporate applications are being used on handheld devices which puts higher demands for flexible cloud computing. For the vendors in the survey, this is also an area of expected revenue growth during years to come.

The following section outlines the vendor's point of view of what they experience as key factors for successful projects.

Prepare carefully

The traditional IT delivery model with local vendors is highly person and location centric, while offshoring will reverse to process centric and location agnostic.

"Who does it from where, is not as important as what and how and the ability to measure the outcome. This is a cultural change and needs to be addressed before offshoring begins" as one of the Indian headquartered vendors express it.

As a result, the transition phase has to be well-planned and agreed first with clearly defined outcomes and financial targets before launching any initiatives. Be clear on top priorities and your reasons for outsourcing and leveraging global delivery. Ensure that these priorities are constantly validated over the course of the engagement.

A number of key activities are recommended by all the interviewed vendors to be carried out before entering into an offshoring agreement.

• Secure commitment and support from senior management
• Define a strategy including goals and objectives
• Define areas that set the scope and limitations for offshoring - Core (business critical) & Non-Core (non-business critical)
• KPI's should be established both for transition and steady state

If this is the first engagement using a global delivery model, it is advised by several vendors that clients start small to build their capabilities as well as build trust in the vendor before increasing the scope.

Get to know the vendors

All vendors say it is crucial for companies considering entering an outsourcing agreement to get to know the vendors. Clients should visit the delivery centers to get a feel for the vendor and have a close look at their delivery model and capabilities. This way anybody considering outsourcing including the offshoring delivery model can see it in action or audit the vendor on various parameters like working standards, IT security, HR processes across the entire company, compensation, visa process and adherence to local laws.

It is also a chance to establish report and build relationships as well as to gain a feeling for the culture.

The vendors are often willing to arrange visits to their premises and offer various activities for potential clients to gain better insight and understanding of the vendors capabilities, culture and delivery model.

And vice versa, let the vendors get to know your company. Be sure to allow sufficient time and expose

"Who does it from where, is not as important as what and how and the ability to measure the outcome. This is a cultural change and needs to be addressed before offshoring begins"

rich data to the vendors due diligence process. As part of their planning for the transition phase they will be interested in multiple aspects of your business such as processes, tools, services, people, applications and asset inventories.

Manage the transition

In the context of outsourcing, a transition can be defined as the smooth transfer of services from a legacy organization to a vendor organization in accordance with contractual requirements. Typically, a transition starts on the service commencement date and continues until the vendor has reached the "steady state" of maturity defined by the contract.

Sometimes clients consider transition as an activity vendors needs to perform with a limited role to be played by themselves

According to the vendors participating in the study clients should have a robust transition management process for their engagements. Clients are advised to set up a strong Program Management Office with representation from both parties as a means to plan and fulfil requirements, identify and resolve risks and issues, and include effective reporting mechanisms.

There are a number of key activities that the vendors recommend that clients should consider in the transition management process:
- Strong governance structure
- Focus on long term relationship
- Focus on service delivery KPI's
- Organization Change Management
- Strong and constant communication

Executive sponsorship on both sides is necessary. Post contractual governance to ensure rights and obligations from both sides are met and kept is critical. Several vendors say that in this regard third party advisor

involvement in strategic large engagements is beneficial to both vendors and customers.

According to the offshoring vendors this is also the time when you should maximize face to face time between the delivery and the client team. "People do business with people - the rest is a matter of detail" - and hence very early in the transition it is imperative to invest time and effort in cultural alignment and ways of working.

Clients are also urged by the vendors in the survey to trust in their vendors and their processes, which is naturally a challenge since transition is not only about transition and signoff. More importantly perhaps, it is also about the transition from people dependent delivery to process dependent delivery as one vendor states it.

Deploy a Risk Management process for early identification of issues. Sensitive, mission critical service transitions leverage mature transition frameworks that have inbuilt stage/ toll gate mechanisms, which also provide for rollback options. This is an effective risk management technique - especially for hesitant first timers.

Ensure a smooth operation

Following the transition phase the service moves into operational mode and you have reached a steady state in the delivery.

When you formalize an offshore relationship, management costs, roles and responsibilities become formal and very visible. During engagements, clients gain experience and learn things, which often lead to a desire to change things in the agreements and add features. Additionally, things that have been hidden for long time, even before the deal is signed, often rise to the surface in this stage of the relationship. Change (request) management, incident management, problem management should be clarified early. Clients are sometimes confused with "who is in charge". Make that explicit.

Long term, cost reduction should not be the primary objective. To get the best of an offshoring engagement the vendor must be measured on areas like customer satisfaction, improved operational efficiency etc. The client should, in addition to measuring cost, measure the vendors on KPI's - both "soft and hard KPIs to better monitor benefits gained in service delivery and identify the increase in business value in addition to decrease in costs.

Common pitfalls

The vendors mention a couple of common pitfalls that clients fall into when entering offshoring arrangements:

- **The Business case** - A clearly defined 'business case' for outsourcing - with financial outcomes and incentives thereof is not articulated between all parties. Measuring success or failure will be left to subjective interpretation.

- **Mismatch in expectation** - Client is asking for 'personnel' and expecting 'services' for example. Clients should not offshore 'bodies' or 'personnel' or even 'roles'. Instead they should offshore services, processes and activities.

- **Managing Cultural gaps** - While most service providers have workforces culturally aligned to work with local customer teams, vice versa also needs to be established.

- **Managing (Threat) perceptions** - Move from "fear of the unknown" to "embrace the change" in a structured fashion. A common pitfall is to replace local consultants with offshore consultants but have the same processes of engagement as before.

- **Underestimating transition** - The most sensitive period in any engagement is the initial transition period - especially in a new relationship. This needs to be well structured, detailed and with full commitment from Senior Management. Enough resources and sufficient time must be allocated.

- **Managing Communication** - The timing and level of communication should be planned to the last detail – what to tell whom and when. Too early would raise the level of apprehension – too late runs the risk of misinformation from the grapevine or the media.

Vendors on Swedish companies appetite for offshoring

According to the vendors, Swedish companies are generally too reluctant towards offshoring. This might be natural from their perspective, but let's take a closer look at the reasons they bring up and their means to overcome the obstacles.

Reasons for reluctance towards offshoring arrangements

- **Fear of the unknown** – companies scared of losing control, thinking their systems are more complex than any other systems being offshored

- **Who instead of what** - Swedish customers still believe in onsite resource presence rather than

leveraging offshore to the maximum. Adoption of offshore services in the Swedish market requires a more strategic intent from the clients, where global delivery models are incorporated in the clients IT operating models

- **Lack of experience** - Most IT managers have little international experience, which makes it difficult to educate them on potentially better processes which are deviating from their current processes

Measures taken by the vendors to support clients

The vendors participating in the study all apply strategies to manage the uncertainty of clients or potential clients in order to build trust and increase confidence.

- Increase confidence by taking a more consultative approach to the market place; exploration of client scope and objectives often together with developing a proof of concept

- Highlight additional benefits of offshoring, such as efficiency, increased resource availability, etc., and not just cost reduction

- Conduct workshops to bridge cultural gaps and to improve mutual understanding

- Work with partners with specific industrial knowledge to mitigate gaps in knowledge regarding local requirements

The information presented by the vendors shows that hiring a local service provider can be challenging enough. Cultural and geographical differences can add to the complexity and therefore clients need to be better equipped with competence, processes and tools in order to realize the benefits of an offshoring arrangement.

Deloitte Outsourcing Advisory Services: Proven Capability

In today's pressured and complicated markets, companies are actively seeking more comprehensive advice in respect to outsourcing: one which covers the full life cycle of outsourcing from strategy development to optimizing or transferring existing arrangements, and which marries knowledge of the BPO and ITO supplier market with technical and industry expertise, all from a position of independence. Calling upon an exceptional breadth of skills, Deloitte's OAS solution is delivered through an integrated approach across our Consulting, Tax, Audit and Corporate Finance teams. This joint approach to delivery enables us to provide the full gamut of services – from business case modelling expertise to advising on the tax, risk and regulatory implications of the sourcing options available to our clients.

Our task is to help organizations make the right decisions about when and what to outsource and then to help execute these decisions effectively; assessing and selecting the right supplier, and making the most of commercial and operational benefits whilst minimizing risks and timescales. Our OAS Methodology consists of six structured steps to succeeding in
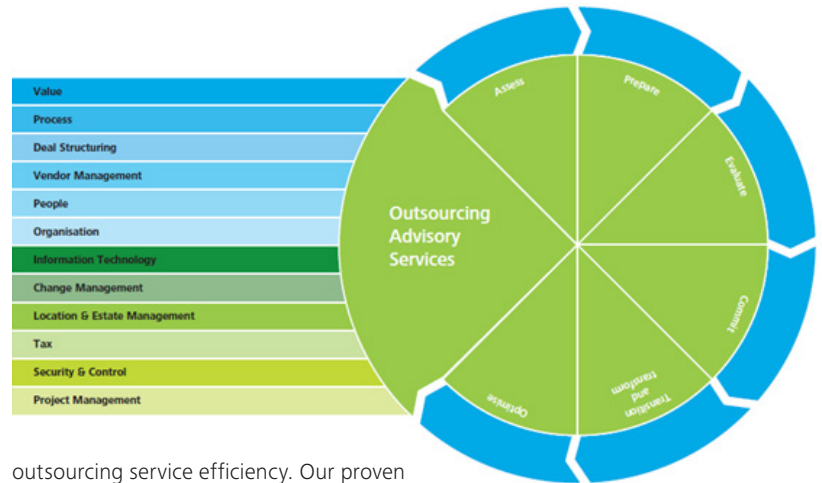
outsourcing service efficiency. Our proven model allows us to deliver outsourcing services contracts successfully and consistently.

Deloitte also topped the list of The World's Best Outsourcing Advisors for 2013 as ranked by the International Association of Outsourcing Professionals® (IAOP®). The award recognizes Deloitte's deep experience and knowledge in Finance, Human Capital, IT and other frequently outsourced functions, as well as its ability to help organizations throughout the outsourcing life cycle.

Assess	Prepare	Evaluate	Commit	Transition	Optimise
Determine feasibility and scope of what will be outsourced.	Confirm detailed requirements.	Conduct supplier workshops, distribute RFP to service providers, assist with proposal development, and evaluate proposal.	Conduct detailed negotiations and develop the contract.	Develop transition plan.	Conduct post transition review to assess the achievements of objectives.
Assess outsourcing options and agree strategy.	Define service levels and metrics.	Select preferred service provider(s).	Develop the governance model.	Implement technical connectivity to remote locations.	Ongoing programme management of supplier transformation activities.
Develop high level operating model, business case and governance model.	Develop financial model for evaluation of proposals and supplier selection.	Define the deal structure and perform due diligence.	Complete the Human resources (HR) and other pre-implementation activities.	Conduct knowledge transfer.	Manage post contract transition to new pricing models or SLAs.
Set out implementation roadmap and key considerations.	Create a long list of suppliers.	Assess information security requirements (legal, governance, regulatory) and develop Service Level Agreements (SLAs).	Implement contract management function.	Complete readiness and impact assessment.	
	Develop Requests For Information (RFIs) and Requests for Proposals (RFPs).		Implement the contract and governance model.	Manage staff movements.	
	Conduct initial location analysis if off-shoring is a requirement.			Implement retained organisation.	
	Prepare your leadership and key stakeholders for change.			Set up performance monitoring.	

Outsourcing Advisory Services (OAS) from Deloitte

At Deloitte, our Outsourcing Advisory Services offering covers both IT and business process outsourcing. Our comprehensive approach means we can support development, operating model design, business case negotiation, transition management and program governance.

In addition, to covering all steps in the process, our team includes deep subject matter expertise in all outsourcing services:

- Information Technology;
- Finance & Accounting;
- Human Resources;
- Procurement;
- Supply chain;
- Customer services/contact centre; and
- Industry specific processes (e.g. insurance, claim processing)

Proprietary tools

Market knowledge and insight

We maintain a **Market Intelligence Database** that provides an accessible pool of outsourcing deals across all industries, giving us a unique insight into the marketplace. Our **Supplier Database** contains research into individual BPO and ITO suppliers, boosted by our own experience of their capabilities, strengths and weaknesses. This provides us with an up to date view of the industry landscape, and can be used to help draw up a long list of potential suppliers.

The **IT sourcing Health-check Diagnostic Tool** identifies the strengths and weaknesses of a sourcing project by scoring it on a number of criteria. The tool generates feedback on how weak areas might be improved and provides insight from past Deloitte engagements to defend against future risks. In addition to written commentary and feedback, the tool also produces a radar chart and a "heat map" to focus attention to specific development areas.

We maintain an **eRoom and intranet site** to provide an easily accessible platform for internal collaboration and anthology of OAS materials, including project qualifications, proposals, sample deliverables, methods, tools, research articles, points of view and other information.

Enablers and accelerators

The **Sourcing Strategy Template** provides a logical, structured framework for assessing sourcing options (e.g. suitability for outsourcing, single vs. multisourcing, global vs. regional, governance models) to help identify the most suitable strategy.

The **Value print Business Case tool** was developed for creating business Cases and to enable tracking of benefits and reconciling these against the estimated value. It is supported by structured Business Case and benefit capture templates.

eValuate, our proprietary **RFI/RFP Evaluation Tool** supports supplier selection processes by enabling clients to set up, administer and participate in supplier evaluations, whilst offering a method of centralising and managing evaluation data in a controlled environment. It can produce reports on the current status and leader boards.

The **Transition Assurance Toolkit** provides a framework and detailed checklist for undertaking Quality Assurance on the transition phase of a sourcing engagement, together with an automated reporting dashboard. Support is provided for different modes of transition (client-supplier; supplier-supplier), and the toolkit covers the full scope of transition activity in application and infrastructure outsourcing.

At Deloitte, we have developed a number of proprietary tools that help accelerate project delivery, reduce risk and add significant value to the outsourcing process.

Vendor presentations

Tech Mahindra
IT Services and Telecom Solutions

Tech Mahindra represents the connected world, offering innovative and customer-centric information technology services and solutions, enabling Enterprises, Associates and the Society to Rise™. We are a USD 2.7 billion company with 84,000 professionals across 49 countries, helping over 500 global customers including Fortune 500 companies. Our Consulting, Enterprise and Telecom solutions, platforms and reusable assets connect across a number of technologies to derive tangible business value. We deliver and implement innovative software solutions across a number of technology platforms and partner with customers to co-innovate and co-create solutions that bring measurable business value.

We are part of the USD 16.2 billion Mahindra Group that employs more than 155,000 people in over 100 countries. The Group operates in the key industries that drive economic growth, enjoying a leadership position in tractors, utility vehicles, after-market, information technology and vacation ownership.

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Larsen & Toubro Infotech (L&T Infotech) is a wholly-owned subsidiary of the USD 13.5 billion Larsen & Toubro.

L&T Infotech provides end-to-end solutions and services in the following verticals: Banking & Financial Services; Insurance; Travel & Logistics, Media & Entertainment, Healthcare, Manufacturing, Energy & Process, Utilities, E&C, Hi-tech & Consumer Electronics, Product Engineering Services (PES), Consumer Packaged Goods, Retail & Pharmaceuticals, Auto & Aerospace, and Industrial Products. Over 2000 people work for Nordic customers.

L&T Infotech also delivers business solutions to its clients in the following horizontals/service lines: Testing, Mobility, Infrastructure Management System; Business Intelligence/Data Warehousing, SAP, Oracle and Microsoft , Enterprise Integration and Manufacturing Execution Systems, in addition to an innovative CIO-thought partnership program that provides a value-driven edge to clients.

L&T Infotech's offerings in the technology space include end-to-end cloud computing adoption toolkit and cloud advisory consulting services; enterprise mobility solutions covering a smart access platform; big data advisory services; and in-memory computing.

L&T Infotech, headquartered in Mumbai, India, has a global presence across continents. L&T Infotech is differentiated by its unique Business-to-IT Connect which emerges out of its rich corporate heritage. Along with Integrated engineering services unit (IES) over 25,000 employees work for global customers, with 95% of revenue coming from outside India.

L&T Infotech have very long term relationships with our customers like Nets, Nordea, Statoil Fuel & Retail, Scania, Vattenfall, Sony, Nynas, Wartsilla, Danaher Group, Attends Healthcare AB, amongst others in Sweden.

L&T Infotech also has strong trade relations with the Nordic trade associations and we were one of the founding members of the Swedish Chamber of Commerce in India.

TATA CONSULTANCY SERVICES
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With nearly 6 000 consultants servicing the local market, TCS has emerged as a mainstream service provider capable of giving Nordic clients and prospective employees a credible alternative to the legacy IT players. During its first 20 years of presence in the Nordic market, TCS has disrupted the market through a business model that provides clients with "More for Less" and a significantly superior "Quality of Experience" enabled by TCS' operative culture of giving clients the control through transparency and flexibility. Examples of Nordic companies that have significantly benefited from TCS's unique position include Nokia, Ericsson, TDC, ABB, Telenor, NETS, SAS etc.

TCS' growing impact in the Nordic market is also evident from the independent KPMG / EquaTerra Nordic market survey where TCS has been ranked Number One service provider in customer satisfaction four years in a row (2010-2013).

The Nordic region is one of the fastest growing and strategic market for TCS, both as a source of developing long term strategic client partnerships and creating innovative solutions in Mobility, Design (Human Centric Systems) and Eco-Sustainabilty. TCS' Digital (Mobility & Big Data) innovation center has developed close relationships across leading Nordic companies to co-develop solutions in area of M2M and Enterprise mobility.

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The globalized world of constraints has led organisations to consider effective technology platforms that will reshape strategy & business models. To address this need in the Nordics, Wipro especially setup a Nordic-India delivery center in the 1990s which is 3 000 employees strong today, serving Swedish, Finnish, Norwegian and Danish customers, local & global. Wipro is now recognized as one of the key innovators in the ICT domain (Information Communication Technology) in Sweden; Advanced IT & Engineering Solutions are also provided for major Telecom, Manufacturing, Retail and Financial Services customers. Services offered include Applications Development & Support, Infrastructure Services, BPO, Analytics, Cloud and Product Engineering services. Wipro Sweden has employees at Helsingborg, Älmhult, Jönköping, Gothenburg & Falun and the main development center is in Stockholm. Wipro Infrastructure Engineering is the industrial branch with operations in Skellefteå, Östersund, Bispgården & Ljungby. Wipro looks forward to a continued journey of outsourcing & technology services in Sweden for enterprises to build successful and adaptive businesses; this is offered through four global trends - Innovation to win in a world of constraints, Business agility through variabalization of Operations & Technology, Consumerisation of IT fuelling Business Value and Business Performance through Analytics.

HCL Nordic Enables Innovation through Collaboration

Nordic GLocal leadership team, with strong cultural & offshore experience Partnership with local partners

Norway
Oslo
Stavanger

Finland
Helsinki/
Espoo

Sweden
Stockholm
Gothenburg
Helsingborg

Denmark
Copenhagen

HCL trusted **partner in Strategic Product Development** Programs with many **large Nordic HQ global companies.**

HCL reselected as only Indian origin company **as strategic vendor by Global Retailer** due to **best cultural adaption & flexibility.**

HCL chosen as the **transformation and SI Partner** to **major Nordic Financial Institution** in key multi year **Business Transformation Pgm**

HCL selected by **global industrial** company to establish Offshore Delivery Centre, ODC, for **SAP, Microsoft & Cisco apps** due to **best business appl understanding & flexible global delivery.** And moved their **SAP solution & related infrastructure to the Cloud.**

HCL chosen by **Global Manufacturing Co as strategic supplier in first of a kind ERS/BPO** to service **most critical business area Parts**.

HCL chosen **by Global Industrial Co as strategic partner** in **total outsourcing** engagement including **applications & infrastructure.**

HCL chosen as **the strategic services partner to Global Consumer Goods Co** to establish **critical ODC for SAP** due to **innovation & flexibility**

HCL selected by **three Nordic based global companies in retail, telecom and logistics** in most **critical area of integration service & SOA** as **the strategic partner** and enabling their offshore journeys.

Due to trusted relationships & unmatchable capabilities HCL selected **by a Global Energy, an Industrial & a High tech company** as their key **strategic partner to transform their infrastructure.**

-**Nordic IT Sourcing survey 2013 by Whitelane** of 28 service provider id **HCL** as **no 1 in cust sat in both apps, infra & understanding business processes**
-**HCL filed five patents on behalf of Nordic Companies**

In Nordics, HCL's differentiating strategy, balanced portfolio, balanced country and industry coverage and our local leadership has made HCL become the fastest growing IT services company. HCL serves more than 35 customers in Nordic region including well-known clients as IKEA, Electrolux, Statoil, Nokia, Husqvarna and Danfoss. HCL has a strong Nordic base, with several thousand passionate HCLites serving Nordic clients, established onshore delivery centres in Helsinki and Stavanger and included rebadged employees from our customers. HCL also filed five patents on behalf of Nordic Companies.

HCL Technologies www.hcltech.com is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including application services, remote infrastructure management, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 31 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services,

Public Services and Healthcare. HCL takes pride in its philosophy of 'Employees First, Customers Second' which empowers our 84,403 transformers to create a real value for the customers. HCL Technologies had consolidated revenues of US$ 4.5 billion as on 31st March 2013.

Of more than 3,000 technology companies in the Bloomberg database, there are only seven with revenue of more than $2.5 billion, a market capitalization of more than $5 billion, and a compounded annual growth rate greater than 25 per cent during the past five years.

HCL Technologies is one of those seven companies. A combination of technical expertise and an innovative management philosophy that unleashed the innovative thinking of empowered employees. We believe business growth can only be sustained when pursuits of profit are balanced with social and environmental imperatives.

In two independent Nordic market surveys HCL was in one of them recognized as nr 1 in both application services and infrastructure services, and in the other HCL came out as nr 1 in ten out of eleven satisfaction indicators.

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