Average team member experience of 15+ years in Sourcing with experience over 1,000 engagements

Sourcing deals range from $20 million to $5 billion in Total Contract Value (TCV)

Global expertise having lead engagements in over 40 countries

Avasant has ranked amongst the top sourcing management consulting advisors from over 400+ nominated firms

2008 & 2009: Ranked Top Ten Full Service Sourcing (ITO, BPO & KPO)

2009: Ranked Top Ten Global Outsourcing Advisor by the IAOP
The demand for Business Process Outsourcing (BPO) has outpaced IT Services in recent years as service offering maturities have increased.

Source: IDC
**Country Destinations Development and Competition**

- **REEMERGENCE OF ONSHORE**: Onshore locations in developed countries will reemerge due to political pressure and shrinking labor arbitrage compared with offshore rates in India and China.

- **INCREASED COMPETITION**: Level of competitions between mature destinations will increase as providers are becoming more conservative in large spend in new locations due to stagnant market demand.

- **DEVELOPING COUNTRY STIMULOUS**: With the support from the government, third world countries in Latin America, Africa and Caribbean Sea with niche capabilities will become strong competitors to China in attracting US and European clients and providers.
Creating a Compelling and Long-Term Country Growth Strategy for Sustainable Growth

1. **Identify Unique Value Proposition**: Focus on unique value proposition and niche market
2. **Create Partnerships**: Partnership with leading sourcing destinations to build up maturity
3. **Training**: Focus on talent improvement to drive down the impact of wage inflation
4. **Build Infrastructure**: Make focused investment in infrastructure to reduce telecom, electricity and other cost elements for operations
5. **Invest in Process Improvement**: Leverage technological innovation and process improvement for higher efficiencies
6. **Expand Delivery Set**: Move up the sourcing value chain in ITO/BPO and develop KPO

---

2008 Average BPO Agent Salary Comparison

- **Source**: Avasant

Price is a Short Term Story
Globalization has created a new business climate, with objectives of service providers tightly coupled with end clients' business needs and outcomes.
Temporary Demand Contraction.

Pressure on IT Budgets – Discretionary budgets eliminated

SMB clients ready to embrace outsourcing to remain competitive. Most are first-time to global outsourcing

Mature clients looking to setup more captives to reduce risk of compliance and inadequate governance

New Political landscape and Agenda in buyer countries

New business and pricing models emerging. Move towards outcome based and “usage” based pricing

Shakeout and consolidation in Service Provider market

Emerging new sourcing destinations – nearshore and same time-zone

Lack of Service Provider Governance, Terrorist & Military conflicts prompting better risk management strategies

Development of New Technology like Cloud Computing changing delivery model
Main Challenges with Outsourcing

- **Weak Control of Cost / Performance Data**: 32%
- **Excessive Standardization**: 31%
- **Outsourcers Unresponsive to Changing Business Needs**: 28%
- **Poorly Managed Migration**: 24%
- **Inflexible Contracts**: 22%
- **Performance and Cost Worsened**: 19%
- **High Turnover in Account Management Staff**: 14%
- **Lingering Shadow Staff**: 12%
- **Excessive Effort in Contract Mgmt**: 10%
- **JV Unable to Commercialize**: 9%
- **Key Staff Attrition**: 7%

Source: Booz Allen BPO Survey of 100 U.S. Companies
The Shifting Landscape of Digital Media:
Content Companies Best Friend AND Worst Nightmare

Edward Altman
(Edward.Altman@GlobalLogic.com/(818) 324-2270)
Global Solutions Head – Digital Media
GlobalLogic, Inc.

IAOP
(International Association of Outsourcing Professionals)
Newport Beach, California
February 3, 2010
The Shifting Landscape of Digital Media:
Content Companies Best Friend AND Worst Nightmare

Edward Altman
(Edward.Altman@GlobalLogic.com/(818) 324-2270)
Global Solutions Head – Digital Media
GlobalLogic, Inc.

IAOP
(International Association of Outsourcing Professionals)
Newport Beach, California
February 3, 2010
Background

• **GlobalLogic, Inc.**
  – $100MM Revenue; based in Vienna, Virginia
  – Leader in R&D Services
  – Software Product Development
  – Centers in India, China, Argentina, Israel, and Ukraine
  – Strong track record & expertise in Digital Media
  – Opportunity in the Digital area of Media and Entertainment companies; not the CIO – I/T area (Front-office; not Back-office)

• **Ed Altman**
  – Worked at Fox, Paramount, and CIO @ MGM
  – Over (6) years Global Practice Head for Tata Consultancy Services (TCS) Media & Entertainment Practice (built Practice from scratch)
  – Leading GlobalLogic’s Digital Media efforts
Agenda

• The Wide-Ranging Scope of Digital Media
• Content Companies
• The Current Business Environment
• Digital Media Critical Success Factors
• The Emerging Digital Media Landscape
• Transnational Borders and Sourcing Strategies
• What the Future Holds: Digital Media Landscape
The Wide-Ranging Scope of Digital Media

• Digital Media
  – Content (Media & Entertainment) Companies: Video, Music, Information, Photo’s, Games, Advertising, User Generated, ……
  – Healthcare: X-RAYS, Lab Results, Patient Records
  – Security: Audio, Video, Surveillance
  – Manufacturing: Design, Integration
  – Internal Corporate Uses (behind the firewall, not in front): Video Conferencing, Training, Marketing, Sales

• Unique Characteristics
  – End Product can actually be digitized
  – Owning the Product vs Licensing (Right to use) the Product
    • Format/distribution “Windows”
  – Security/Copy Protection
• The (8) Sub-segments
  – **Hollywood**: Disney, Warner Bros, Paramount, NBC Universal, Fox, MGM
  – **Music**: Sony BMI, EMI, Warner Music, Universal, TicketMaster/LiveNation
  – **Publishers**
    – **Books**
    – **Magazines**: BusinessWeek, Time, Vogue
  – **Broadcast Networks**: ABC, CBS, NBC, FOX
  – **Cable Networks**: ESPN, CNN, HBO
  – **Information Service Providers**: Lexis/Nexis, Thomson Reuters
  – **Gaming Companies** (not gambling): Electronic Arts, THQ
  – **New Media**: Google, Yahoo, MSN, AOL, FaceBook, Twitter
The Current Business Environment – “Best Friend AND Worst Nightmare”

- **Legacy (Analog/Physical) Businesses and quite dissimilar**
  - Hollywood: Motion Pictures, TV Shows, DVD’s
  - Music: CD’s, Ticket Sales, Artist Promotion
  - Newspapers: Newsprint
  - Books: hard cover, soft cover

- **Digital Businesses all on (3) screens (TV, Desktop/Laptop, Mobile) and quite similar**
  - Music: iTunes (Music Video)
  - Broadcast Networks: online (News Stories)
  - Cable TV: TV Anywhere (Disintermediation)
  - Newspapers: online (Video & Audio)
    ......an Immersive Consumer Experience

(declining) legacy profit **dollars** vs (growing) digital profit **pennies**
Digital Media Critical Success Factors

• Consumer Experience ... the requirement to have any content, on any device, any where, at any time
  – Media Type
  – Device Dependencies
  – Social Media Influences

• The Brand, the Brand, the Brand (not the platform, not brick and mortar vs online)
  – ESPN (remember Sports Illustrated?)
  – Amazon vs Wal-Mart
  – Google (Search) vs the Traditional World of Advertising
  – Apple vs Sony Electronics, Nokia, Motorola

• The Data, the Data, the Data
  – Capture all Data possible about the consumer and the consumer’s digital media experience
  – Use it, Value it, and Monetize it
The Emerging Digital Media Landscape

- Content Companies (Professionally Produced Stories)
  - Boxed in: The Brand of “The Content” vs The Brand of “The Producer”

- Communications Companies (Bandwidth Providers)
  - Telecommunications
  - Cable TV

- Consumer Electronics Companies (glitz & fun & (?) profits)
  - TV’s, Cell Phones, Music Devices....

- The Aggregators (the winners ?)
  - Music (iTunes)
  - Video (Hulu, You Tube, online Broadcasters, online Cable (TV Anywhere)
  - Books & Magazines

- The New Media Companies
  - Google vs the rest
  - New Ones (Google), Old Ones (Microsoft, AOL), & Transformed Ones (Apple)
Transnational Borders and Sourcing Strategies

• **Transnational Borders**
  – Emerging Economies: Skip Technological Generations (land line to wireless)
  – Physical Borders vs Online Borders

• **Sourcing Strategies**
  – Building Content (Strategic (front-end) vs Commodity (back-end))
  – Distributing Content (Brand owns the customer, and hence gets THE DATA)
  – Technology
What the Future Holds: Digital Media Landscape

Content
- Movies
- TV
- Music
- Mobile
- Games
- Books
- Newspapers

Industry
- Ads/Transactions
- Consumer Analytics
- DRM, Security
- Search
- Customer Support

Digital Media Distribution

Digital Media Services

Consumers
- Networks to Home/Office
- The Consumer in the Digital Home/Office
  - Mobile
  - Landline
  - Cable
  - Satellite

Legacy Devices
- (TV, PC, Camera)

New Devices
- (Blue Ray, DVR, HDTV)

Wireless Devices
- (iPhone, PDA, Smartphone)
GETTING CHINA AND INDIA RIGHT
Leveraging the World’s Fastest Growing Economies

DR. ANIL K. GUPTA
The INSEAD Chaired Professor of Strategy
INSEAD – France & Singapore
1 Ayer Rajah Avenue, Singapore 138676
Email: anil.gupta@insead.edu
Web: www.anilkgupta.com
Tel: +65.6799.5381 (S’Pore); +1.301.537.6738 (USA)
China and India: Four Stories Rolled Into One
The Emergence of Emerging Economies – A Recent Phenomenon

Trends in Real GDP Growth Rates (%)

Source: IMF staff estimates.
Emerging Economies Gather Bulk

World’s 24 Largest Economies = 84% of World GDP

2008 GDP (US$ billions)

U.S. 14204
Japan 4999
China 3860
Germany 3653
France 2853
U.K. 2646
Italy 2293
Brazil 1613
Russia 1608
Spain 1604
Canada 1400
India 1217
Mexico 1086
Australia 1015
S. Korea 929
Netherlands 860
Turkey 794
Poland 527
Indonesia 514
Belgium 498
Sweden 488
Switzerland 480
S. Arabia 468
Norway 450

Average Annual GDP Growth Rates 2000-2007 (%)

U.S. 2.7
Japan 1.7
China 10.2
Germany 1.1
France 1.7
U.K. 2.6
Italy 0.8
Brazil 3.3
Russia 6.6
Spain 3.4
Canada 2.7
India 7.8
Mexico 2.6
Australia 3.3
S. Korea 4.7
Netherl. 1.6
Turkey 5.9
Poland 4.1
Indonesia 5.1
Belgium 1.9
Sweden 2.8
S. Arabia 4.1
Norway 2.5

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# Impact of Global Economic Crisis

## Growth in Real GDP (%)

<table>
<thead>
<tr>
<th>Region</th>
<th>2007</th>
<th>2008</th>
<th>2009e</th>
<th>2010p</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>3.9</td>
<td>1.7</td>
<td>-2.2</td>
<td>2.7</td>
</tr>
<tr>
<td>USA</td>
<td>2.1</td>
<td>0.4</td>
<td>-2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Euro Area</td>
<td>2.7</td>
<td>0.5</td>
<td>-3.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Japan</td>
<td>2.3</td>
<td>-1.2</td>
<td>-5.4</td>
<td>1.3</td>
</tr>
<tr>
<td>China</td>
<td>13.0</td>
<td>9.0</td>
<td>8.4</td>
<td>9.0</td>
</tr>
<tr>
<td>India</td>
<td>9.1</td>
<td>6.1</td>
<td>6.0</td>
<td>7.5</td>
</tr>
<tr>
<td>Brazil</td>
<td>5.7</td>
<td>5.1</td>
<td>0.1</td>
<td>3.6</td>
</tr>
<tr>
<td>Russia</td>
<td>8.1</td>
<td>5.6</td>
<td>-8.7</td>
<td>3.2</td>
</tr>
<tr>
<td>Mexico</td>
<td>3.3</td>
<td>1.4</td>
<td>-7.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Turkey</td>
<td>4.7</td>
<td>0.9</td>
<td>-5.8</td>
<td>3.3</td>
</tr>
<tr>
<td>Poland</td>
<td>6.7</td>
<td>4.9</td>
<td>1.6</td>
<td>2.2</td>
</tr>
<tr>
<td>Indonesia</td>
<td>6.3</td>
<td>6.1</td>
<td>4.5</td>
<td>5.6</td>
</tr>
</tbody>
</table>

China and India: Four Stories Rolled Into One

1. Mega-markets, mega-growth, but micro-customers
Assumptions re GDP growth:
- Emerging economies: 6% CAGR
- Developed economies: 2% CAGR

Assumptions regarding currency appreciation
- 4% CAGR
- 3% CAGR
- 2% CAGR
- 0% CAGR

Top 8 Developed Economies*
- 33.8 trillion

Top 8 Emerging Economies**
- 11.6 trillion

*US, Japan, Germany, France, UK, Italy, Spain, Canada
**China, Brazil, Russia, India, Mexico, Turkey, Poland, Indonesia
Simultaneously Rich-and-Poor

Note: 2025 projections not adjusted for inflation.

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# The Global Auto Industry

## World’s Top 12 Auto Producers in 2008

<table>
<thead>
<tr>
<th>Country</th>
<th>2001 (m units)</th>
<th>2008 (m units)</th>
<th>% CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>9.8</td>
<td>11.6</td>
<td>+ 2.4%</td>
</tr>
<tr>
<td>China</td>
<td>2.3</td>
<td>9.3</td>
<td>+ 22.1%</td>
</tr>
<tr>
<td>USA</td>
<td>11.4</td>
<td>8.7</td>
<td>- 3.8%</td>
</tr>
<tr>
<td>Germany</td>
<td>5.7</td>
<td>6.0</td>
<td>+ 0.7%</td>
</tr>
<tr>
<td>S. Korea</td>
<td>2.9</td>
<td>3.8</td>
<td>+ 3.9%</td>
</tr>
<tr>
<td>Brazil</td>
<td>1.8</td>
<td>3.2</td>
<td>+ 8.6%</td>
</tr>
<tr>
<td>France</td>
<td>3.6</td>
<td>2.6</td>
<td>- 4.5%</td>
</tr>
<tr>
<td>Spain</td>
<td>2.8</td>
<td>2.5</td>
<td>- 1.6%</td>
</tr>
<tr>
<td>India</td>
<td>0.8</td>
<td>2.3</td>
<td>+ 14.3%</td>
</tr>
<tr>
<td>Mexico</td>
<td>1.8</td>
<td>2.2</td>
<td>+ 2.9%</td>
</tr>
<tr>
<td>Canada</td>
<td>2.5</td>
<td>2.1</td>
<td>- 2.5%</td>
</tr>
<tr>
<td>Russia</td>
<td>1.3</td>
<td>1.8</td>
<td>+ 4.8%</td>
</tr>
<tr>
<td><strong>Top 12 Total</strong></td>
<td><strong>46.7</strong></td>
<td><strong>56.1</strong></td>
<td><strong>+ 2.7%</strong></td>
</tr>
<tr>
<td><strong>World Total</strong></td>
<td><strong>56.3</strong></td>
<td><strong>70.5</strong></td>
<td><strong>+ 3.3%</strong></td>
</tr>
</tbody>
</table>

Source: International Organization of Motor Vehicle Manufacturers

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Mega-Markets and Micro-Customers: Structure of the Auto Markets in China and India

- China’s auto market grew by 44% during 2009. India’s grew by 20%.
- In 2009, China became the world’s #1 auto market by units.
- By 2015, China’s car market could be 1.5-2x that of the U.S.
China and India: 
Four Stories Rolled Into One

1. Mega-markets, mega-growth, but micro-customers

2. Platforms for global cost efficiencies
Platforms for Cost Reduction

Blue Collar Wages in Tier 1 Manufacturing Locations:
- China: < $2.50/hr
- India: < $1.50/hr

National Average for Total Cost of Software Engineer:
- China: ≈ $20K
- India: ≈ $15K

A one-billion dollar question?
China and India: Four Stories Rolled Into One

1. Mega-markets, mega-growth, but micro-customers
2. Platforms for global cost efficiencies
3. Platforms for global innovation
## New Innovation Hubs

Output of Bachelor’s Degrees in Engineering, Computer Science, and Information Technology

<table>
<thead>
<tr>
<th>(000)</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>114</td>
<td>121</td>
<td>134</td>
<td>137</td>
<td>134</td>
</tr>
<tr>
<td>China*</td>
<td>220</td>
<td>252</td>
<td>352</td>
<td>442</td>
<td>517</td>
</tr>
<tr>
<td>India</td>
<td>82</td>
<td>109</td>
<td>129</td>
<td>139</td>
<td>170</td>
</tr>
</tbody>
</table>

*China figures include “short cycle” degrees typically completed in 2-3 years.
Source: Pratt School of Engineering, Duke University

### Patents Granted by USPTO

<table>
<thead>
<tr>
<th>Country Origin</th>
<th>2004</th>
<th>2007</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>11367</td>
<td>10012</td>
<td>-4.1%</td>
</tr>
<tr>
<td>UK</td>
<td>3905</td>
<td>4031</td>
<td>+1.1%</td>
</tr>
<tr>
<td>France</td>
<td>3686</td>
<td>3720</td>
<td>+0.3%</td>
</tr>
<tr>
<td>Italy</td>
<td>1946</td>
<td>1836</td>
<td>-1.9%</td>
</tr>
<tr>
<td>China</td>
<td>597</td>
<td>1235</td>
<td>+27.1%</td>
</tr>
<tr>
<td>India</td>
<td>376</td>
<td>578</td>
<td>+15.2%</td>
</tr>
</tbody>
</table>

Source: U.S. Patent and Trademark Office
New Talent Hubs

Goodyear China:
• “The US will probably graduate 3 PhDs this year in tyre technologies. In China, we know of at least 50.”

GE’s John F. Welch Technology Center, Bangalore:
• “It’s virtually impossible to find expertise in computational fluid dynamics in the US. In India, we can find dozens of specialists in this field.”

AstraZeneca:
• “China and India produce about 4 times the number of chemists annually as the US. And, their annual compensation costs are only about 25-30 percent of the US figures at most.”
1. Mega-markets, mega-growth, but micro-customers

2. Platforms for global cost efficiencies

3. Platforms for global innovation

4. Springboards for the rise of new global competitors
### New Global Competitors

#### # of Fortune “Global 500”

<table>
<thead>
<tr>
<th>Country</th>
<th>1995</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>151</td>
<td>140</td>
</tr>
<tr>
<td>Japan</td>
<td>149</td>
<td>68</td>
</tr>
<tr>
<td>Germany</td>
<td>44</td>
<td>39</td>
</tr>
<tr>
<td>S. Korea</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>China</td>
<td>4</td>
<td>37</td>
</tr>
<tr>
<td>India</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Brazil</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Russia</td>
<td>0</td>
<td>8</td>
</tr>
</tbody>
</table>

#### # of Global 500 Companies with HQ in BRIC Countries

<table>
<thead>
<tr>
<th>Year</th>
<th>1995</th>
<th>2009</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>58</td>
<td>150</td>
</tr>
</tbody>
</table>

**Note:** A majority of the BRIC companies are family or state-controlled and thus can afford to take a longer-term view.
## New Global Contenders?

<table>
<thead>
<tr>
<th>Industry</th>
<th>Incumbents</th>
<th>Credible Challengers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steel</td>
<td>ArcelorMittal, Nippon Steel</td>
<td>Tata Steel, Baosteel</td>
</tr>
<tr>
<td>PCs</td>
<td>Dell, HP</td>
<td>Lenovo, Acer</td>
</tr>
<tr>
<td>IT Services</td>
<td>IBM, Accenture</td>
<td>Tata Consulting, Infosys, Wipro</td>
</tr>
<tr>
<td>Mobile Telecom</td>
<td>Vodafone, T-Mobile</td>
<td>Bharti Airtel, China Mobile</td>
</tr>
<tr>
<td>Internet Services</td>
<td>Google, Yahoo, EBay</td>
<td>Alibaba</td>
</tr>
<tr>
<td>Automotive</td>
<td>GM, Toyota, Ford</td>
<td>Tata Motor, Chery, BYD, Geely</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>Novartis, Pfizer</td>
<td>Dr. Reddy’s, Cipla</td>
</tr>
<tr>
<td>Wind Turbines</td>
<td>Vestas, Siemens</td>
<td>Suzlon, Goldwind</td>
</tr>
<tr>
<td>Home Appliances</td>
<td>Whirlpool, GE</td>
<td>Haier</td>
</tr>
<tr>
<td>Telecom Equip.</td>
<td>Cisco, Nokia-Siemens</td>
<td>Huawei</td>
</tr>
<tr>
<td>Construc. Machi.</td>
<td>Caterpillar</td>
<td>Larsen &amp; Toubro</td>
</tr>
<tr>
<td>Comm. Aircraft</td>
<td>Boeing, Airbus</td>
<td>China Commercial Aircraft Corp.</td>
</tr>
<tr>
<td>Power Tools</td>
<td>Black &amp; Decker, Bosch</td>
<td>TTI</td>
</tr>
</tbody>
</table>
Tata Nano (India)

- Launched April 2009
- Base price $2500
- 67 mpg, top speed 65 mph
- Optimized for 95th percentile of American men
- “Enjoyable to drive. Feels reassuringly stable.” – The Economist
- Expected to sell European & U.S. versions for about $8000 by 2011-12

BYD F3DM (China)

- World’s first plug-in hybrid
- Expected to launch the world’s first all-electric car
- Warren Buffet owns 9.9% of parent company
Huawei vs. Cisco

(Revenues in US$ billions)

- Huawei: HQ, Shenzhen, China; 70% of revenues are from exports
- Each company spends about 10% of revenues on R&D
- However, Huawei claims that over 40% of its staff of 90,000 is devoted to R&D
- Cost of a Huawei engineer = 25% of his/her Cisco counterpart

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Strategic Implications for Multinational Companies
Strategic Implications for MNCs

1. Become hard-core about every one of the big emerging markets (“E8”) – now, not five years from now
2. Leverage scale and complementarities across emerging markets
3. Push for deeper penetration (target “value segments”)
4. Build a multi-track strategy (esp. for China and India):
   a. Go for market penetration
   b. Leverage for global cost efficiency
   c. Leverage for global innovation
   d. Take on the emerging global competitors
5. Act with speed (emerging markets are evolving at 3-4x the pace of developed markets)
6. Maintain dominance in developed markets → critical for enabling a long-term perspective re emerging markets

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How IBM Does It

1. Leveraging for Cost Efficiency

**India:**
- 2004: 9,000 people
- 2009: 100,000 people

**China:**
- Sources over 30% of hardware from China
- 2006: Relocated Chief Procurement Officer to Shenzhen, China

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How IBM Does It

2. Leveraging for Innovation

IBM Research Labs:
- US
- Japan
- Switzerland
- Israel
- China
- India

Center of Competence for:
- Future embedded systems & devices
- Resilient and pervasive infrastructure
- User interaction

Center of Competence for:
- Mobile web technologies
- Telecom software development
- AIX
How IBM Does It


• Clear market leader in IT services in both India and China

• Ahead of Indian IT majors on their home turf

• Open to business model innovation (e.g., partnership with Bharti Airtel)

• Currently working on new ultra-low-cost solutions e.g., for homeland security, intelligent electric grids, e-Government (+ other)

• Looks at globalization as a two-way street (bring solutions from India & China back to the US)
4. Taking on the Indian Tigers

- Built a capability base in India to rival TCS, Infosys, and Wipro
  - + Bigger scope (services + software + hardware)
  - + Much larger geographic footprint
  - + Much deeper domain knowledge and consulting relationships across industries
  - + Stronger balance sheet and deeper pockets
  - + Higher brand equity
Eliminating the Distance Between “Opportunity” and “Decision-Making Power”?

“How can you think out of the box while sitting in the box?”

Wim Elfrink
EVP-Cisco Services & Chief Globalization Officer
Location – Bangalore

Cisco West - San Jose
Cisco East - Bangalore
Tomorrow’s Winning Organization

Rethinking Global Strategy

- Robust emerging market strategies
- Globally distributed value chain
- Global platforms, customized solutions

Globalizing the Corporate Mindset

Rethinking Global Innovation

- Passion for frugal innovation
- Distributed innovation
- Reverse flow of innovation

Rethinking Global Organization

- Multi-polar & globally integrated
- Command/control → Connect/coordinate
- Strong one-company culture

Anil K. Gupta, Getting China and India Right. January 2010. All rights reserved.
Thank you!
