

# Jiuding Capital: Private Equity Firm with Chinese Characteristics (B)

## INTRODUCTION

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- Sun Microsystems – provided complete IT solutions – hardware, software, storage and services.
- It was in a competitive environment – competitors squeezed prices – hence Sun had to invest in R&D to sustain and also look for ways to reduce costs – they outsourced in Asia, Europe & Latin America.
- One of its competitive strategy is to form global teams

## WORK CULTURE

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- Each manager – 11 members in a team (Rule of 11)
- Diverse employees had to work together across multiple time zones
- The Open Work program combined technologies, tools and support processes that enabled employees to work anywhere anytime using any technology - This resulted in savings on real estate
- Employees then had a choice of flexible work arrangements – green approach to business. This led to more employee satisfaction

## ABOUT GREG JAMES

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- 45 member customer implementation team – US, India, France, UAE
- James team :
  - UAE - 11
  - India - 16
  - US - 11
  - France - 7
- Important employees of his team
  - Rahul Ashok and Praveen Devlal (Mumbai)
  - Nick Elliot and Robert Chan (U.S.A.)
  - Elizabeth Fournier (France)
  - Ahmed Nazr (U.A.E.)
- James ensures that they had weekly conference call for all 45 members for issues to address.

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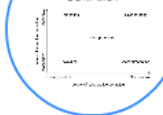
## RECOMMENDATIONS

- Conduct all team meetings to increase interaction among teams
- Increase cultural awareness among all the team members.
- Create and practice backup plans.
- Employee's consent should be updated on regular basis.

## TEAM ROLES



## FIVE BASIC REACTION TO CONFLICT



## 3P'S



## THANK YOU

GROUP 5  
ANSHUMAN 'WISDOM'  
BANSAL  
& TEAM

GURKRITI SHARMA  
NOOPUR GAHALAN  
SHANKHADEEP CHAUDHURI  
VIVEKANAND SREEKANTH

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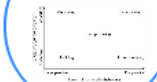
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## ISSUES IN INDIA

- Indian team felt that they were second class citizens for a larger team.
- Their concerns were addressed last.
- They often do customer maintenance – not interesting as others work.
- In times of crisis they were the first to target to.
- Because of the unfair treatment, Devikal wasn't willing to contact Nick during the HS Holding emergency situation

# ISSUES IN U.A.E.

- UAE team felt that they didn't have enough face to face interactions with James.
- Also that culture and business challenges in Middle east is worrisome
- UAE and India teams had strained relations.
- As Rahul Ashok was set to take up the role of the head of APAC region, UAE showed disagreement.

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# ISSUES IN FRANCE

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- French team was disappointed about compensation mismatch.
- 30% less than U.S.A. counterparts.
- Unpredictable schedule with 50 hours of weekly schedule.



A stylized map of the United States is shown in the background. The United States is colored orange, while Mexico is dark blue and Canada is teal. A large blue circle is superimposed over the map, containing the text.

# ISSUES IN U.S.A.

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## UNITED STATES

- US team felt they didn't get vacation.
- They carried load unfairly