

The Open Mind: Letting Go of Single-Answer Certainty



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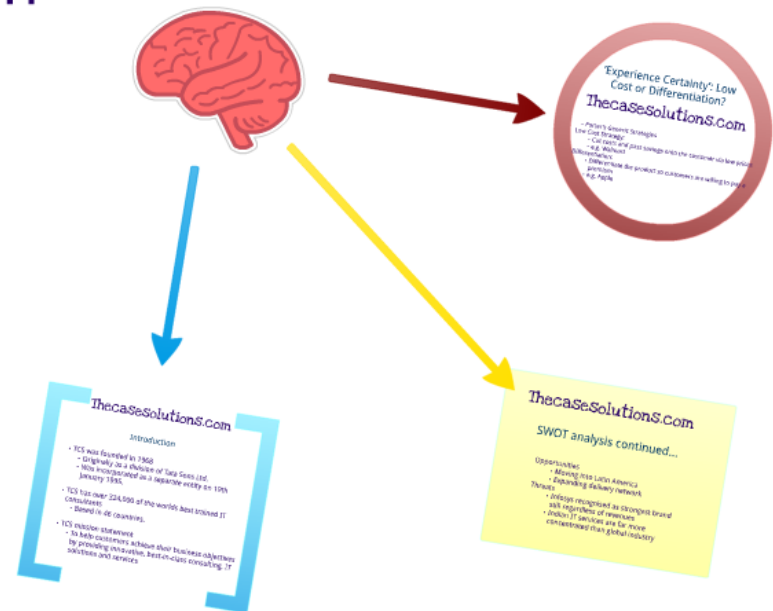


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Tata Consultancy Case

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Introduction

- TCS was founded in 1968
 - Originally as a division of Tata Sons Ltd.
 - Was incorporated as a separate entity on 19th January 1995.
- TCS has over 324,000 of the worlds best trained IT consultants
 - Based in 46 countries.
- TCS mission statement
 - To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services

SWOT Analysis

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Strengths:

- Lots of technical knowledge
- Operational Excellence
- Trustworthy
- Global Network Delivery Model

Weaknesses:

- Not enough interpersonal relationships
- Fragmentary infrastructure
- Infosys has better offshoring

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SWOT analysis continued...

Opportunities

- Moving into Latin America
- Expanding delivery network

Threats

- Infosys recognised as strongest brand still regardless of revenues
- Indian IT services are far more concentrated than global industry

'Experience Certainty': Low Cost or Differentiation?

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- Porter's Generic Strategies

Low Cost Strategy:

- Cut costs and pass savings onto the customer via low prices
- e.g. Walmart

Differentiation:

- Differentiate the product so customers are willing to pay a premium
- e.g. Apple

'Experience Certainty': Low Cost or Differentiation?

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- 'Experience Certainty' is a global marketing campaign
- Formed to:
 - Compete with global competitors (IBM & Accenture)
 - Differentiate themselves from Indian competitors
- Wanted customers to feel assured by TCS's precision and high quality service
- Reliability, or 'Certainty', became their unique selling point

Strategy and How is it Perceived?

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- Experience Certainty;
 - Largest global marketing campaign ever to be launched from an Indian IT services industry.
- Simplified three services offered;
 - IT Services
 - Business Solutions
 - Outsourcing
- How was this perceived?
 - Managers perception
 - Employees perception