

Tata Consultancy Services: Sustaining Growth Momentum in China 2010

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STRUCTURE
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- Introduction to TCS
- Growth in China
- Strategic Diamond
- Connection to Articles

INTRODUCTION TO TCS
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• TCS is a multinational information technology services company based in India. It is the largest Indian IT services company in the world.



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OUR STRATEGY PROCESS:



STRATEGIC DIAMOND



CONNECTION TO ARTICLES

CONTEXT
The internationalization process of the firm (2011)
• Globalization - opportunities, internationalization
• TCS report services, association with local firms, leading to acquisitions in some cases like local subsidiaries.

International differences and the development of entrepreneurial business 2010
International framework
• Regulatory - e.g. government control of foreign ownership
• Normative - e.g. Bankruptcy, bankruptcy
• Corporate



CONTRADICT
The internationalization of firms (2011)
• Norms - global - report - 17% of sales within first 3 years
• TCS was founded in 1996, 1 report services to 2011
• TCS challenge - transition into a truly global company

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STRUCTURE

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Introduction to
Tata Consultancy Services (TCS)

Our Strategic Process

Strategic Diamond

Connection to Articles

INTRODUCTION TO TCS

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TCS is a multinational IT services, business solutions & outsourcing services organization

TCS is part of the Tata Group, one of India's largest industrial conglomerates

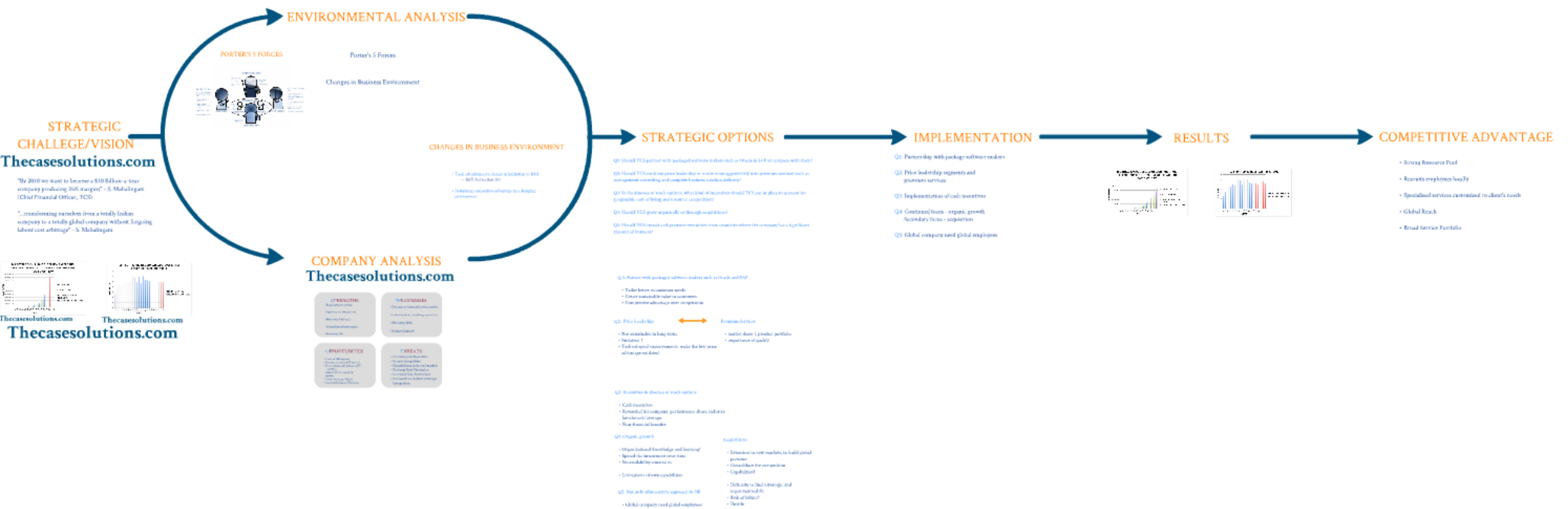
TCS has over 254,000 of the world's best-trained IT consultants in 44 countries



Jamsetji Nusserwanji Tata,
founder of the Tata Group
in 1868

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OUR STRATEGY PROCESS:



STRATEGIC CHALLENGE/VISION

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"By 2010 we want to become a \$10 Billion-a-year company producing 25% margins" - S. Mahalingam (Chief Financial Officer, TCS)

"...transforming ourselves from a totally Indian company to a totally global company without forgoing labour cost arbitrage" - S. Mahalingam

TCS' TOTAL REVENUE, 2010 \$10 BILLION TARGET AND THE EXPORT SHARE OF TOTAL REVENUE BETWEEN THE YEARS 1990 - 2007

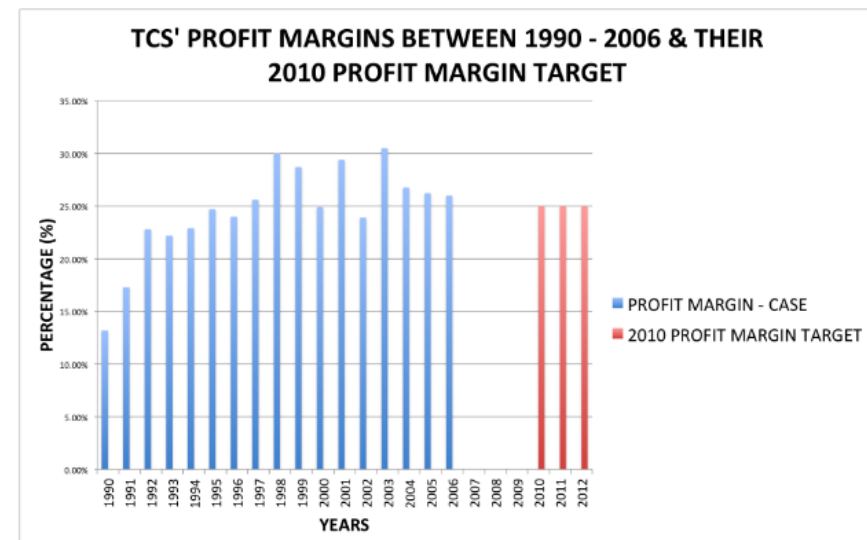
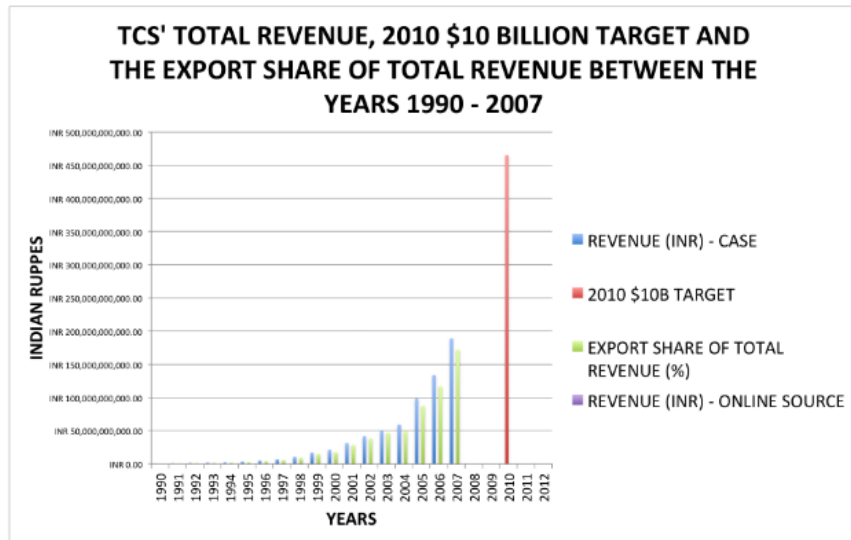
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TCS' PROFIT MARGINS BETWEEN 1990 - 2006 & THEIR 2010 PROFIT MARGIN TARGET

35.00%

- Require contractors of high excellence to maintain their reputation for quality
- Supply of highly-skilled consultants falls below market demand
- Suppliers have high bargaining power
- Low cost of switching suppliers

"...transforming ourselves from a totally Indian company to a totally global company without forgoing labour cost arbitrage" - S. Mahalingam

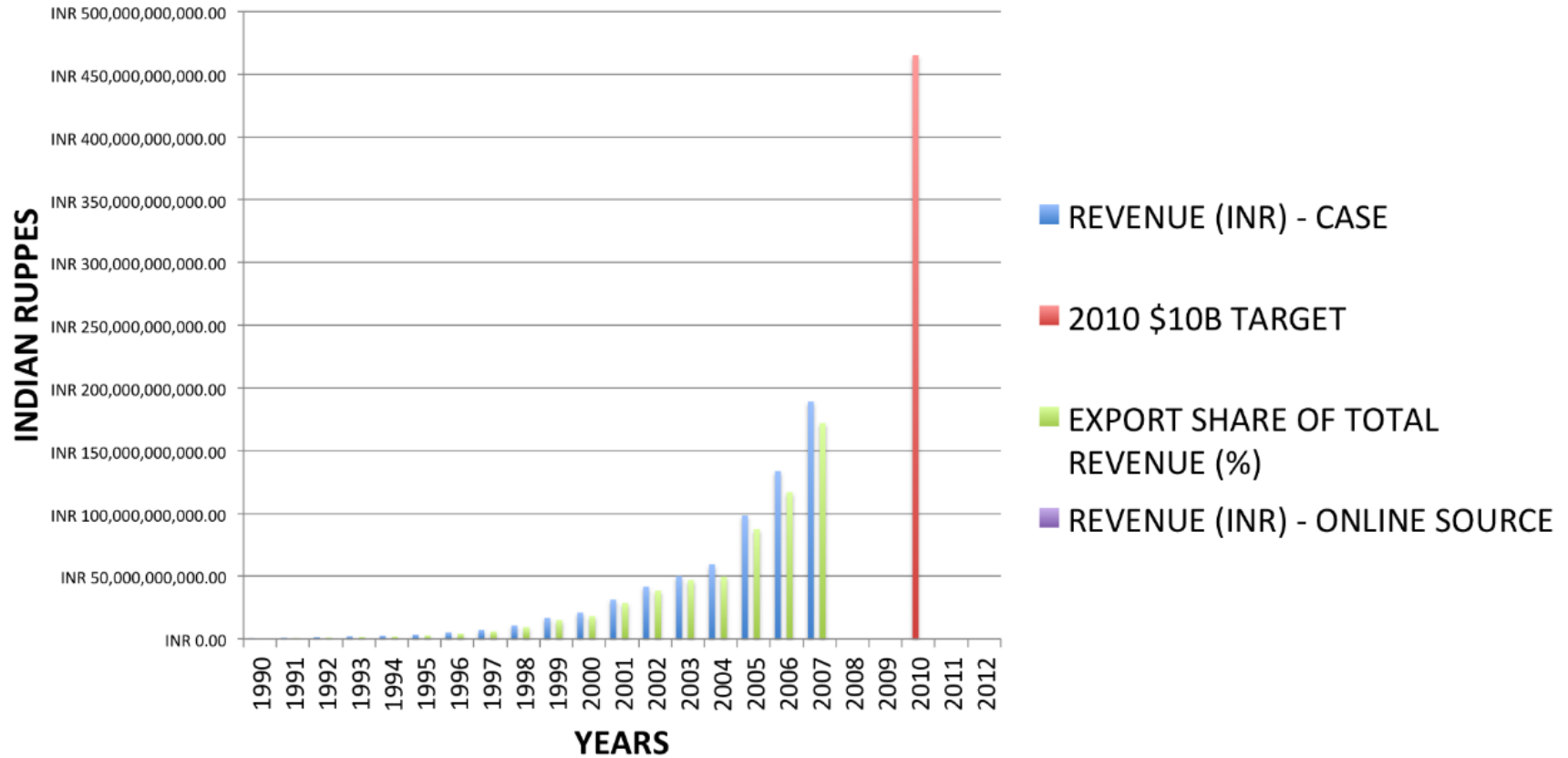


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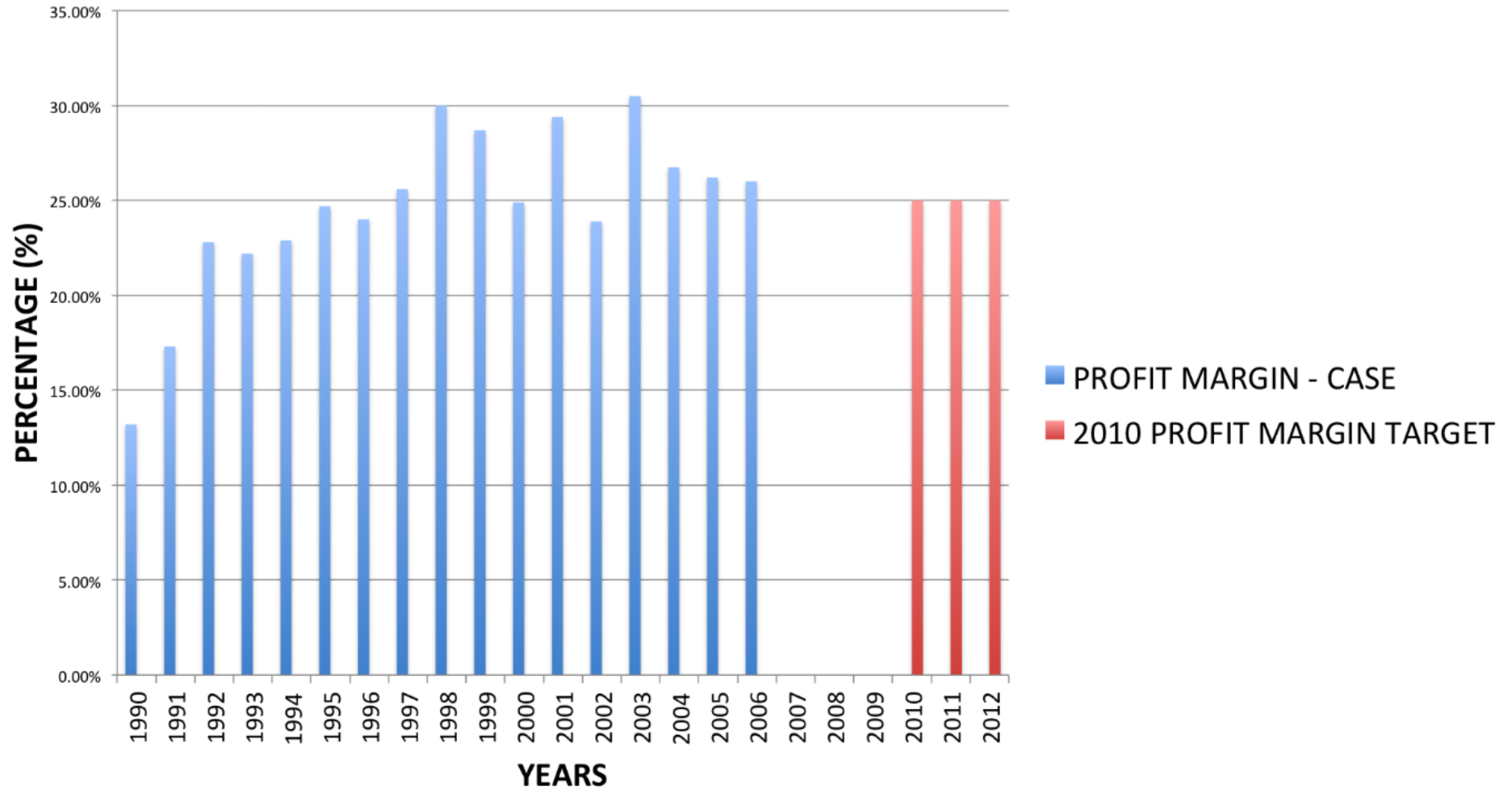
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TCS' PROFIT MARGINS BETWEEN 1990 - 2006 & THEIR 2010 PROFIT MARGIN TARGET



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