

Renault Nissan: The Challenge of Sustaining Change

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STRUCTURE

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Introduction to TCS

INTRODUCTION TO TCS

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Our Strategy Process



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OUR STRATEGY PROCESS:



STRATEGIC DIAMOND



CONNECTION TO ARTICLES

CONTEXT
 The internationalization process of the Renault (2017)
 - Renault's growth strategy: internationalization
 - TCS report services, association with local firms, leading to acquisitions in other countries and local manufacturers.

International differences and the development of entrepreneurial business 2019
 International differences
 - Regulatory - e.g. government control of corporate purchasing
 - Normative - e.g. different work practices
 - Cognitive



CONTRADICTION
 The internationalization of Renault (2017)
 - Renault's growth strategy: internationalization
 - TCS was founded in 1984, report services to 2014
 - TCS challenges - 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

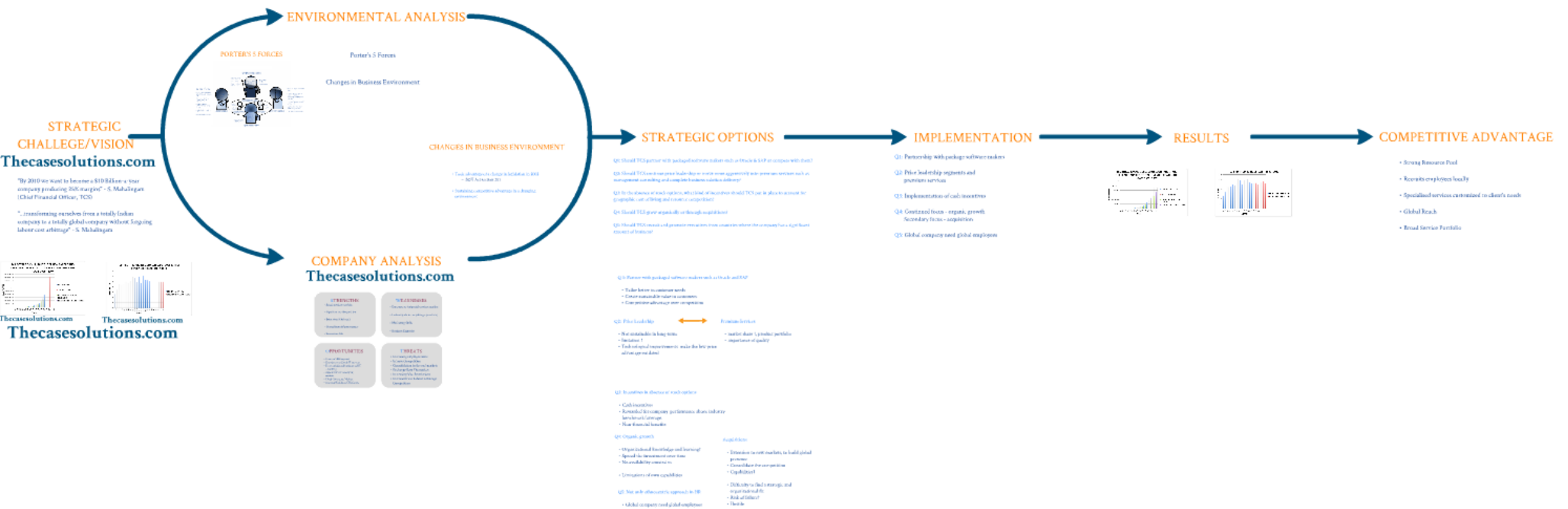
TCS has over 254,000 of the world's best-trained IT consultants in 44 countries



Jamsetji Nusserwanji Tata,
founder of the Tata Group
in 1868

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OUR STRATEGY PROCESS:



- 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

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

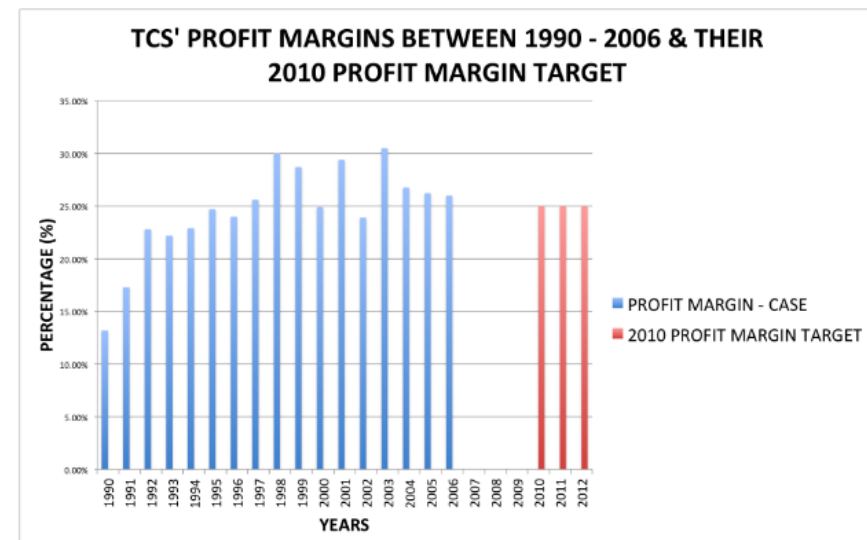
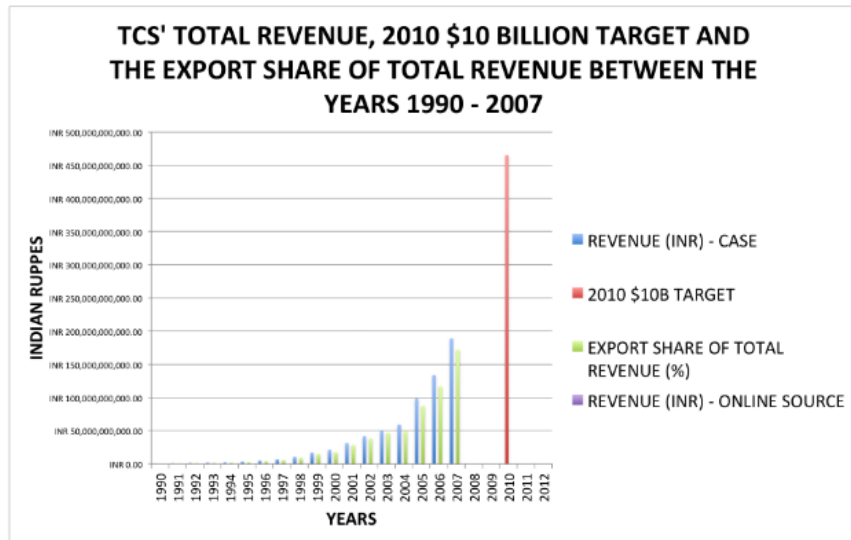
TCS' TOTAL REVENUE, 2010 \$10 BILLION TARGET AND THE EXPORT SHARE OF TOTAL REVENUE BETWEEN THE YEARS 1990 - 2007

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

25.00%

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

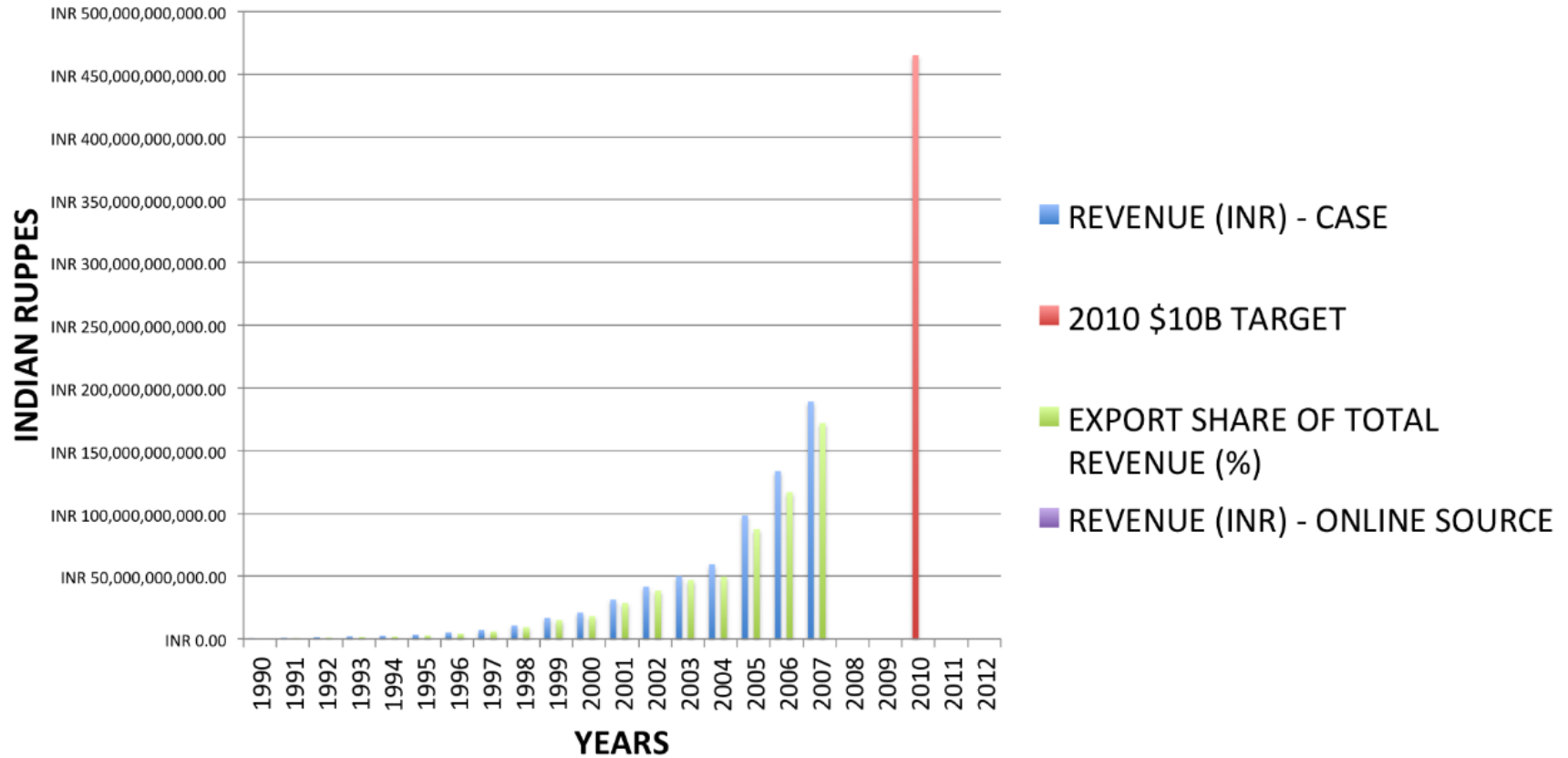


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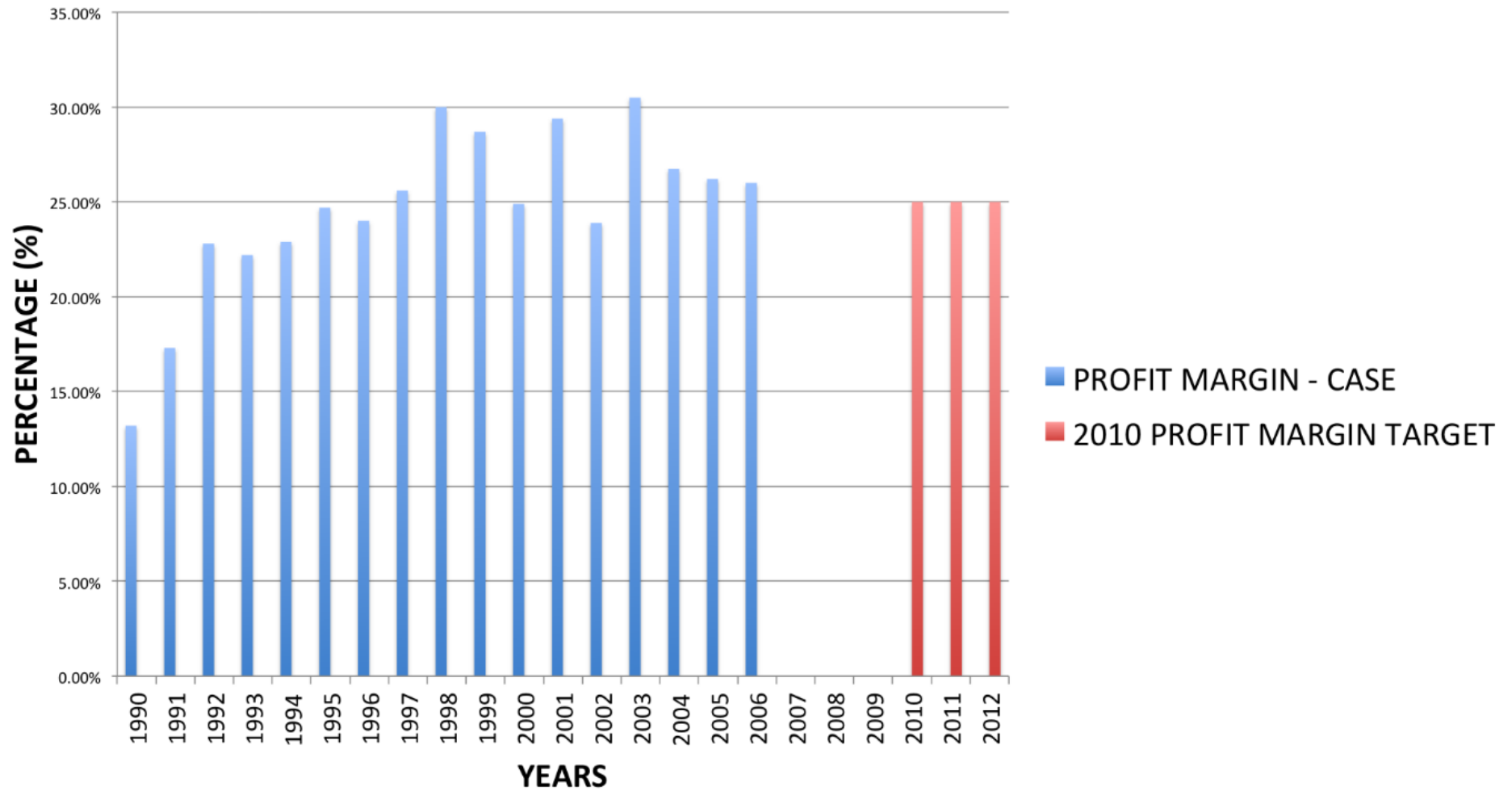
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TCS' PROFIT MARGINS BETWEEN 1990 - 2006 & THEIR 2010 PROFIT MARGIN TARGET



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