

## INFORMATION TECHNOLOGY ENABLED SERVICES





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# INFORMATION TECHNOLOGY ENABLED SERVICES

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## ADVANTAGE INDIA

IT Enabled Services (ITES) has been the key driver of growth for the Indian IT industry. The ITES-BPO sector in India grew at over 46 per cent - from US\$ 2.5 billion in 2002-03 to touch US\$ 3.6 billion in 2003-04. This sector is estimated to register a growth of about 40 per cent in fiscal year 2004-05 to reach revenues of US\$ 5.1 billion.

IT software and services in India accounted for 2.4 per cent of the country's GDP and 20.4 per cent of exports in 2002-2003. It is projected to account for 7 per cent of India's GDP and 35 per cent of total exports by 2008.

India offers a distinct set of advantages, which make it a preferred destination for ITES.

According to a study by Forrester, India's edge over other competing nations in the IT outsourcing business comes from the country's decade old experience in this area, fluency in the English language, supportive government policy infrastructure, and high quality offerings.

Leading global business intelligence and consultancy firms such as Forrester Research and McKinsey & Co. cite quality and cost benefit advantages as the major differentiators for increasing offshore outsourcing by MNCs to India.

Global corporations are generating cost savings in the range of 40-60 per cent, depending on the process offshored.

Manpower costs in India are 70-80 per cent less than in the US and UK.

The real estate costs and General & Administrative (G&A) expenses are low in comparison with developed countries, yielding additional cost savings to customers.

India already has a large and rapidly growing number of IT-enabled services providers, who collectively cover a wide range of services, with different levels of complexity and value addition.

Yet another compelling rationale for IT-enabled services to base operations in India is that it allows them to capitalise on time zone differences and provide services round-the-clock, each day of the week (24x7 services). The sustainability of this value proposition makes India a high priority destination for locating ITES.

**India competitiveness : cost advantage and knowledge pool**

**(a) Cost advantage**

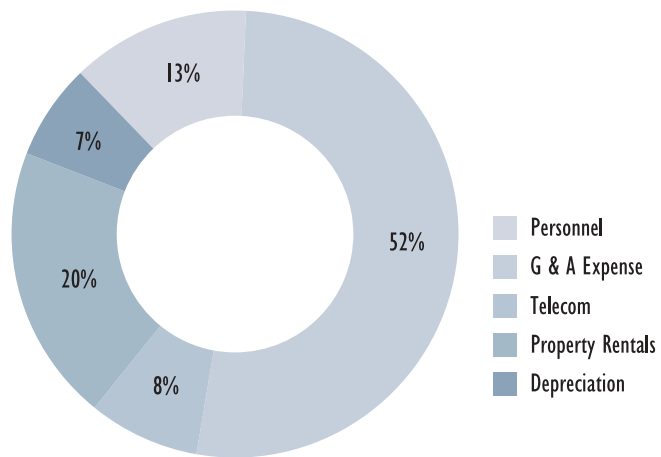
Country	Total Cost (US\$ Cost/FTE)
India	11,854
USA	58,598

“A truly global company will be one that uses the intellect and resources of every corner of the world. India is a developed country as far as intellectual capital is concerned. The openings of (offshore) development centres mark a new level of commitment by GE in India.”  
- Jack Welch

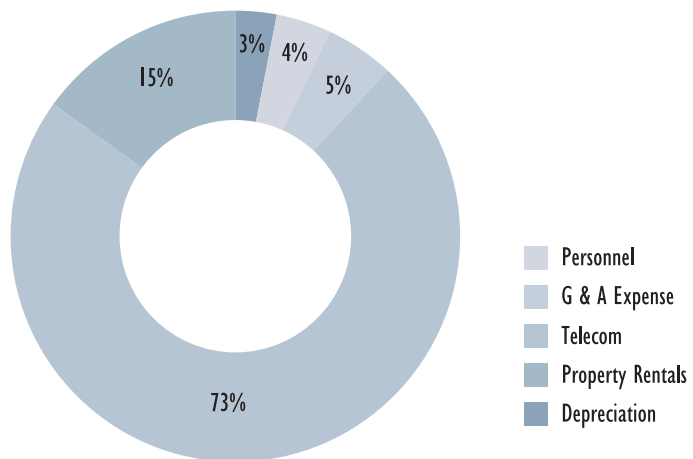


Indian IT players have in fact already made great strides in the ITES/BPO market. What began as an activity that was confined to MNCs that set up captive ITES facilities in the country, India today has a large base of third party ITES/BPO companies that are bagging prestigious remote services projects from leading global organizations  
 - IDC

Break-up of costs for India (US\$ Cost/FTE)

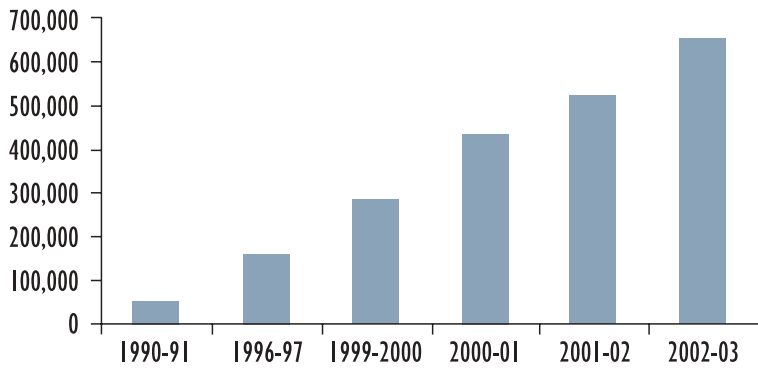


Break-up of costs for USA (US\$ Cost/FTE)

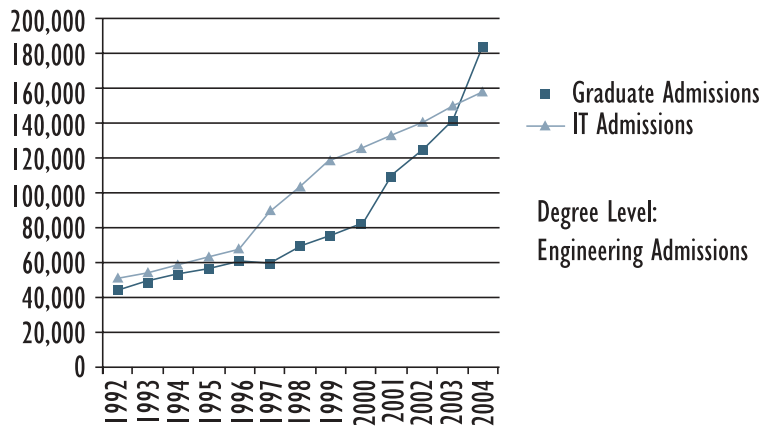


Data Source: Industry Sources, Merrill Lynch, 2003

(b) Growth in pool of knowledge professionals



Source: NASSCOM



Source : NasscomData Source: a) Ministry of Human Resource Development, Technical Education in India - Survey of Facilities b) NTMIS, AICTE, Government of India c) NASSCOM

”We are expanding our presence in India to take advantage of the ample research and development talent available...our Global Development Centre is a critical component of our future success.”  
- John Chambers  
CEO, CISCO Systems

Besides cost and abundance of knowledge professionals, a host of factors make India a front-runner in attracting ITES-BPO business.

Indian companies offer 20 per cent *higher productivity* in comparison to other competing countries like Philippines, Canada and Australia.

In terms of *quality* of services offered, India ranks 30 per cent higher than any other region.

In the AT Kearney ‘Offshore Location Attractiveness Index 2004’, India scores high on cost advantages, depth and breadth of offshoring experience, and people skills. China is a distant second and there are three other Asian countries in the top 10



## India's comparison with its major competitors in the ITES-BPO segment

Country	Assessment
India	<ul style="list-style-type: none"> <li>• Vast pool of knowledge professionals</li> <li>• Specialised technical skills</li> <li>• Prestigious institutes like IITs</li> <li>• Low costs</li> <li>• Favourable Government policies</li> <li>• Reliable infrastructure in big cities</li> <li>• Expertise developed in ITES-BPO segment</li> <li>• Favourable time zone difference</li> <li>• Quality standards</li> <li>• Large English speaking population</li> <li>• High productivity levels</li> <li>• High attrition</li> <li>• Improvement required in infrastructure outside metros</li> </ul>
Philippines	<ul style="list-style-type: none"> <li>• Low attrition</li> <li>• Government support</li> <li>• Understanding of the US market</li> <li>• English speaking skills</li> <li>• Proper infrastructure</li> <li>• IT skill set</li> <li>• Higher costs than India</li> <li>• Small technology focused talent pool</li> <li>• Quality of services not as good as that of India</li> </ul>
China	<ul style="list-style-type: none"> <li>• Low manpower costs (costs less than India)</li> <li>• Low cost of real estate and power</li> <li>• Low English speaking population</li> <li>• No BPO competency</li> </ul>
Ireland	<ul style="list-style-type: none"> <li>• One of the front-runners of the BPO sector</li> <li>• Good brand image</li> <li>• Favourable government policies</li> <li>• Excellent infrastructure</li> <li>• Expertise in providing ITES-BPO services</li> <li>• Excellent quality standards</li> <li>• Lack of large labour pool</li> <li>• Manpower costs higher than India</li> </ul>

## POLICY INITIATIVES

The Government of India recognises ITES-BPO as a major thrust area and provides incentives to industry players. Some of the key incentives are as follows:

- Sharing of bandwidth for disaster recovery and mission critical applications between multiple entities
- Call centre approval is not required to be customer-based but specific to a place of presence (PoP), or by installed capacity at the place of termination. This not only assists in reducing the lead-time for implementation of programmes for new customers but also adds to the savings in costs and time that can be channelised for more productive usage
- Approved Internet and IPLC connectivity on the same LAN
- Allowed connectivity of a LAN in an international call centre to a domestic ISP. This enables a call centre operator to choose his service provider. Competition is expected to drive down prices while offering a higher service-reliability value proposition
- Duty-free imports of capital goods permitted for BPO companies (under the Export Promotion of Capital Goods scheme)
- The Government of India has allowed total income tax exemption on export of IT enabled outsourcing services (Sections 10A/10B of the Income Tax Act). These cover a wide range of services such as customer interaction services, BPO/Back office operations, medical transcription, legal databases, digital content development, engineering and design services, support centres, payroll/HR services, web-site services, data digitisation/GIS and online education

**Government of India  
permits 100 per cent  
Foreign Direct Investment  
(FDI) in call centres**



**Data Protection and  
Consumer Privacy Act**  
**Setting up Virtual Institute  
for ITES training**

## State government initiatives to promote ITES

The Indian states represent pockets of growth, which have keenly nurtured the ITES sector. The progressive outlook and incentives provided by some of the States are outlined below.

### Andhra Pradesh

The Andhra Pradesh Policy on Information Technology Enabled Services (ITES) proposes substantial incentives to boost the ITES-BPO sector in the state, some of which are:

- A Data Protection and Consumer Privacy Act is planned to reassure the ITES companies and their customers of the safety of their data, reaffirming the Government of Andhra Pradesh's commitment to, and respect for, consumer privacy
- 25 per cent concessional power tariff is to be allowed to the new ITES units for a period of 3 years from the date of release of power or of starting actual commercial activity, whichever is earlier
- Special packages are proposed for projects, with investment exceeding US\$ 11 million, based on the gestation period of projects, their pioneering nature, locational aspects, state-of-the-art technology, profitability scope for further related investments etc.
- Plans to set up a virtual Institute for ITES training
- Andhra Pradesh government is committed to improving the quality of English communication skills in the State's education system. The Institute of IT Enabled Services Training (IITEST) has so far trained about 700 students. The Institute focuses on fluency in spoken English, accent neutral pronunciation, correct usage of grammar and clarity in speech
- Exemption from zoning regulations for purposes of location

- Permission to run a three-shift operation to the IT industry
- Amendment in the Shops and Establishments Act to suit the needs of ITES industry

## Tamil Nadu

The State has charted a Draft Information Technology Enabled Services (ITES) Policy, 2002, which aims to make Tamil Nadu the global ITES capital. Its long term objective is to create employment opportunities and add value and wealth by leveraging the inherent strengths of the State. In this context, key initiatives being taken by the State Government of Tamil Nadu are as follows:

- Communication Backbone: The world's biggest and India's first private submarine Optical Fibre Cable project i2i network with a bandwidth of 8.4 Tbps is underway, which will make Chennai the "Connectivity Gateway of India"
- IT Parks: Government will encourage creation of quality office space at reasonable rates through appropriate policy initiatives
- Power: Uninterrupted quality power supply is to be provided to the ITES sector at competitive rate
- Priority sector status is to be assigned to ITES companies for loans from state financial institutions
- Venture capital funds are to be created to fund start-ups and entrepreneurial efforts for catering to the ITES market
- Fast track clearance for building plans
- Clearance for use of vacant land of sick or closed industries in the existing industrial estates

## Development of IT parks

Priority sector status  
to ITES companies for loans  
from state financial  
institutions



## ITES companies granted status of 'Public Utility Service'

ITES companies are exempted from consumption tax on computer hardware, computer peripherals and other capital goods

### West Bengal

The ITES market in the state has witnessed exponential growth, with over 100 per cent employee growth in the last five years. The Government has laid a policy document to boost the ITES sector.

- West Bengal Industrial Development Corporation (WBIDC) has created a venture capital fund to promote Information Technology and Business Process Outsourcing (BPO) firms in the region.
- The Government has given plots for IT-enabled services (ITES) projects at subsidised rates that are 15-20 per cent lower than the prevailing market price.
- IT and ITES firms are to be offered quality-linked incentives, exemption from payment of stamp duty and registration fees and waiver of electricity duty.
- All ITES companies are granted the status of 'Public Utility Service' providers under the Industrial Disputes Act, 1947.
- Given the round-the-clock nature of work that is part of the ITES industry, the Government has extended approval to industry in this segment to work on a 24x7x365 model.
- The ITES companies have an option of giving compensatory day off to an employee if the quantum of work exceeds 48 hours a week.
- ITES companies have been accorded special status to improve infrastructure availability.
- Exemption from zoning regulations when applying for an ITES company.
- ITES companies have been exempted from consumption tax on computer hardware, computer peripherals and other capital goods including captive power generation sets during the implementation stage.
- Other initiatives include provision of one-time fiscal incentives including 15 per cent subsidy on fixed capital investment

## MARKET Size, Trends and Players

In a situation where bottom lines are eroding and cost competitiveness is becoming increasingly important, global giants are looking at ITES outsourcing providers. As more and more companies turn to specialist players to handle significant portions of their in-house functions and activities, global outsourcing is taking the form of a major trend.

India is already being termed as the ITES-BPO capital of the world, even when its IT spend is a small fraction of the US.

International Data Corporation (IDC) forecasts that BPO services' sales from India will grow from US\$ 709 million in 2003 to about US\$ 2572 million in 2006 at a CAGR of 52 per cent. The marketing BPO services are expected to grow from a US\$ 609 million business in 2003 to US\$ 2188 million in 2006 at a CAGR of 62 per cent.

According to NASSCOM, keeping in line with the performance of the software sector, IT enabled services also witnessed explosive growth in the last two years, and ITES exports are likely to touch US\$ 21-24 billion by 2008.

The ITES-BPO sector has steadily increased its share in the total revenue of India's IT software and services industry from 6.5 per cent in 1998-99 to an estimated 29 per cent in 2003-04.

Various surveys estimate that the Indian BPO industry will have an eight to ten US\$ 100-million third-party BPO companies. The US\$ 100-million mark is crucial because it gives the

**In 2002-03 the Indian  
ITES-BPO industry grew  
by 59 per cent  
- Nasscom**



companies a critical mass to compete against multinationals such as EDS, Computer Sciences Corporation and Accenture.

## Trends

India has maintained its global competitiveness offering the best combination of cost-quality-scalability vis-à-vis competing offshore destinations such as the Philippines and China. Indian productivity-quality-cost model has emerged as an optimal value proposition for the software and service industry.

Like the IT services sector, Indian ITES-BPO companies are adopting global quality standards like six sigma, COPC, ISO 9001, etc. While MNCs dominate the ITES-BPO space, an increasing number of Indian companies are making a foray into this sector, which are well-capitalised third party units.

Presently the ITES-BPO industry in India is segmented along the following lines:

**Specialised, Vertical-specific** IT Enabled Services include:

- Medical transcription
- Legal database processing
- Digital content development/animation
- Online education
- Remote maintenance
- Engineering and Design

**General** IT Enabled Services include:

- Contact centres
- Telemarketing/pre-sales
- Consumer care
- Technical support
- Back office operations, accounts, financial services, etc
- Data processing

The key characteristics of the Indian BPO market are as follows:

#### Dominance of the US and UK

The US and UK accounted for over 90 per cent of the total business handled by the Indian BPO industry during financial year 2003.

#### Continued focus on administration and customer care segments

Among the various segments of the Indian BPO market, Administration followed by Customer Care have reported the maximum growth (over 75 per cent).

#### Industry growth led by captive players

The major contributors to the industry growth during 2002-03 were the captive units, whose revenues soared by 90 per cent. Against this, third-party vendors grew by 28 per cent to reach a size of US\$ 985 million in 2002-03.

#### Consolidation within the industry

Consolidation is underway in the Indian industry and mergers and acquisitions are on the rise. This explains the relative decline in the share of third party vendors.

#### Geographical diversification of capacity

The ITES/BPO activity is on the increase and spreading across key Indian metros and beyond. Major players are presently located in

- NCR (the National Capital Region) – including Delhi, Gurgaon, Noida
- Mumbai
- Bangalore
- Chennai



- Kolkata
- Hyderabad
- Kochi
- Ahmedabad
- Pune

Increased competition from other low-cost destinations like Philippines and China is prompting vendors to spread their operations into smaller towns in India like Kochi and Ahmedabad and explore new service lines.

### **Emergence of new opportunities**

The BPO industry has extended its lines of service to value-added areas like packaged software implementation, system integration, (R&D), engineering, engineering design, biotech research, research outsourcing, customer analytics, market research, and equity research.

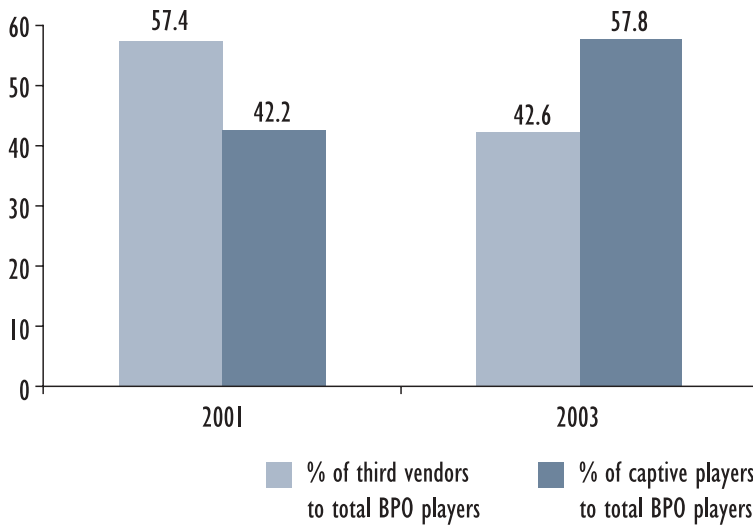
### **Changes in ownership structure**

The pace of mergers and acquisitions (M&As) in the Indian BPO sector increased in 2002. Venture capital funds (Oakhill, General Atlantic Partners, Westbridge Capital, and Warbug Pincus) invested close to US\$ 300 million in Indian BPO companies in 2002.

### **Indian companies increasingly foray into ITES/BPO**

A number of leading software services companies have forayed into the ITES/BPO domain, either directly, or through the mergers and acquisitions route. Most Indian IT leaders today such as Wipro, Infosys, Patni, Satyam, HCL among others, have a presence in this market.

Increasing dominance of captive BPO players in the markets



Estimated total ITES-BPO players: 450

Source: ICRA Report

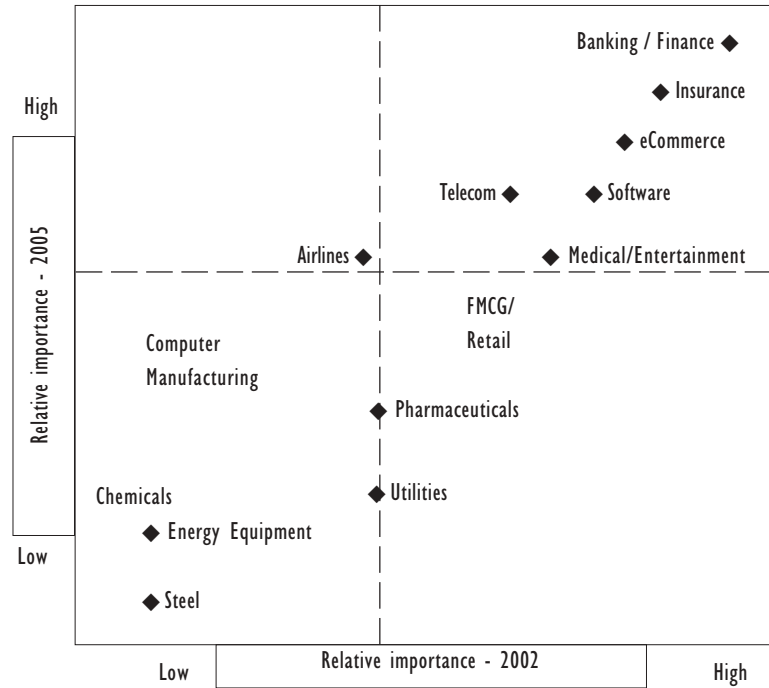
Changing revenue streams

For most ITES providers in India, a majority of the revenue comes from serving clients in industries such as banking and finance, insurance, e-commerce, software, telecommunications, media and entertainment, retail and airlines. A majority of the revenue is expected to continue to come from these same industries as players choose to leverage domain experience.

The Human Resources activity will represent the highest revenue opportunity for Indian companies going ahead. It will account for a turnover of around US\$ 25,555 million in 2006, up from US\$ 7,373 million in 2001 -IDC estimates



## Relative importance of various industries by revenues earned



Source: CII-KPMG study on IT enabled services in India, 2002

### Diversifying along the value chain

	Key new focus areas expected to be added	Higher value-add services to be added
Customer interaction services	Customer research/ surveys Receivables management	Customer research/surveys
Data entry and conversion	Billing Order processing Transcription and translation	Billing
Human resources & administration	Testing services Benefits administration Payroll processing Secretarial services	Testing services
Digital media	Computer assisted animation Content development and conversion Electronic publishing Geographic Information Systems	Computer assisted animation
IT support	Service quality monitoring Network monitoring	
Research and design	Product design and development Analysis and advisory services Product testing Information/ data search	Product design and development Analysis and advisory services

Source: CII-KPMG study on IT enabled services in India, 2002



The Indian BPO business is entering a new phase with several Indian companies acquiring small to medium size businesses in the US

### Indian companies spreading wings globally

This new trend marks a milestone in the development of the Indian BPO sector, which is now growing faster than software services.

Essar, Datamatics, Godrej and Intelenet, jointly owned by TCS and HDFC, form a growing list of Indian companies that have in the last few months acquired BPO businesses overseas in the footsteps of HCL, which pioneered the process by buying a BPO company in Northern Ireland two years ago.

**Indian ITES-BPO Service providers.** Realising the huge business potential Indian companies are expanding their presence in the ITES-BPO market.

### Select domestic players (in alphabetical order)

#### Datamatics

One of the major players in the BPO arena in India, Datamatics offers a range of BPO services, which cover Finance and Accounting; Payroll Processing; Forms Processing; Transaction processing and IPO Processing. It uses lead edge technology and has domain expertise in several industry verticals, and OCR/ICR technologies. It provides data recovery and backup mechanisms, mirrored FTP servers hosted at separate locations. The company is ISO-9001 certified.

#### HCL Technologies BPO

HCL BPO currently consists of two operational entities - one in India and the other in Northern Ireland both under a single management. The India operation is a wholly owned subsidiary of HCL Technologies Ltd., whereas the operation in Northern Ireland, is a joint venture with British Telecom (BT). HCL BPO provides a comprehensive range of contact management and front office support, back office process support and infrastructure and support services. Its clients include global telecom majors, Fortune 500 Retail Conglomerates, Property Services & Insurance Majors, Global Network Security Solution Providers.

#### ICICI OneSource Limited

ICICI OneSource Limited is a Business Process Outsourcing services provider. It offers offshore transaction processing and contact centre services. ICICI-OneSource is owned by the ICICI Group, the largest private sector financial services group in India, which manages assets of over US \$20 billion, and WestBridge Capital Partners. It has handled over 30 million transactions across multiple channels since its inception. Its clients include Fortune 500 and FTSE 100 companies in the financial, telecom, media, retail and travel sectors.

## Progeon

Progeon is the business process management company of the Indian IT giant Infosys Technologies. It provides services to its global clients in various market segments, including banking, securities industry, insurance, finance and accounting and telecom. Its expertise combined with technology strength of Infosys helps Progeon to bring value to its clients in the above mentioned market segments.

## Wipro Spectramind

India's largest third party offshore BPO provider, Wipro Spectramind offers integrated solutions for a wide range of remote processing applications including customer interaction services, business process outsourcing, technical support and knowledge services. Business Process Outsourcing portfolio of Wipro Spectramind includes end-to-end solutions across a spectrum of services, Customer interaction services; Industry specific services like Insurance Claims processing, Bank Reconciliation, Leasing and Asset Management; Payment Services like Credit/Debit Card processing; Supply Chain Services including Inventory Management, Logistics; Finance and Accounting Services; HR Services and other Knowledge Services.

Other domestic ITES-BPO service providers include Hinduja TMT, Epicenter Technologies, 24/7 Customer.

## Select foreign players (in alphabetical order)

India is emerging as the clear choice for global majors for basing operations in the ITES segment, which is evident from the growth in numbers of foreign companies in India and the breadth of their services.



## American Express

The company uses its Indian BPO centre to undertake data management, information analysis and control operations. The Amex centre also provides the parent company administration, recruiting and staffing services, payroll services and record management, and other human resource management-related services.

## Convergys

Convergys Corporation is the global leader in integrated billing, employee care and customer care services. Convergys India contact centre provides technical help desk and customer support services for Fortune 1000 companies in the financial services, communications and consumer product fields. Today, Convergys is one of the most experienced contact centre service provider in India.

## e-Serve International

The company, formerly known as Citicorp Securities & Investments, focuses on providing sophisticated IT-enabled solutions to the financial services industry, supported by cutting-edge technology and robust infrastructure. e-Serve ITES represents a comprehensive suite of transaction processing solutions, customer care solutions and technology services that are offered to companies engaged in banking, insurance, capital markets, mutual funds and e-markets. e-Serve's clientele is global, and Citigroup entities from several countries feature prominently on the list.

## GE Capital International Services (GECIS) pre-deal

GECIS is a world-class remote processing operation that services its clients from around the world through its IT-Enabled Services. It established offices in India in 1997 to execute back office operations for numerous capital businesses to leverage the English speaking, highly educated, intellectual capital of India to deliver processes that do not require face-to-face contact with the customer.

GECIS operates on a high technology platform to offer diverse IT enabled services with a quality, service and cost advantage to its customers worldwide. These services include ERP and Oracle database consulting, IT help desks, knowledge services, software solutions, analytics, data mining and modelling, remote network monitoring, e-learning and customer contact centres. It employs more than 12,000 people delivering over 450 processes to 30 different businesses in the US, Europe, Japan and Australia. Starting with simple data processing, GECIS has

constantly moved up the value chain over the last five years migrating more and more complex processes from diverse businesses across GE.

GECIS is now a global company headquartered in India with operations in the Americas, Asia (Dalian, China), and Eastern Europe (Hungary).

### Why GE chose India as its premier destination

Advantage India for outsourcing

- Low capital cost of infrastructure
- Core business focus
- Availability of highly educated English speaking professional resources
- High speed/low cost telecommunication linkage

India has made rapid progress in developing state-of-the-art infrastructure and communication facilities. For providing faster communication links and competitive advantages to its clients, many Indian companies use high-speed (64 kbps and above) datacom links. This provides a virtual 24-hour office to customers located in different parts of the world. This has been a boon for large projects and also those involving remote software maintenance using video conferencing.

Indian companies not only display a reputation for high quality execution in the key verticals including financial services, telecommunication, manufacturing etc at low costs, but also enjoy long-standing relationships with several large Fortune 500 customers.

India has an extremely large talent pool. Every year, 167000 engineering students and 2.1 million graduates pass out of India's educational institutions, of which, 455,000 are students of physics and maths. A majority of the students have English as their primary medium of communication. This entire pool is available for the ITES sector to choose from.

As India ranks high on several critical parameters like quality, potential of talent pool, cost structure, overall process capability, proficiency in English and the level of govt. support, educational systems, cultural compatibility, major productivity gains, low risk and flexibility, it has become the premier offshore destination for IT and ITES.

*Source: GECIS India*

**“This is a competitive edge for GE - it’s all about efficiency and creating value, not just about cost,”**  
**- Pramod Bhasin**  
**Country Head, GECIS**

## HSBC

HSBC was the first bank to set up a data processing unit in India. HSBC BPO unit known as HSBC Electronic Data Processing India Pvt Ltd (HDPI), provides services including account maintenance, TT payments, mortgage processing and credit functions for its global operations.

## Hughes

Hughes BPO Services is a leading provider of specialised offshore call centre, technical help desk and back office services to global organisations. It is a division of Hughes Software Systems (HSS), the offshore outsourcing subsidiary of Hughes Electronics Corporation. Hughes BPO provides call centre services (enquiry handling, customer complaints handling, collection, order processing, billing and payment support); back office services (database management, billing and invoicing, payment processing, data mining) and technical assistance (IT help desk services, remote IT/Network management, technical helpdesk etc).

## IBM

IBM has recently acquired Daksh, a leading third party BPO service provider in India. The purpose is to enhance its ability to deliver customer relationship management and back-office services to its clients in various industries through Daksh.

Daksh is one of the fastest growing and largest independent Business Process Outsourcing (BPO) services provider in India. Daksh's business consists of customer care services and back office processes for leading global organisations in the domains of banking, insurance, financial services, travel, technology, telecom and retail. Their services include customer care, technical support, data conversion, collections, telesales, transaction processing and other value additions.

## Standard Chartered

Standard Chartered, one of the leading multinational BPO companies, handles back-office work out of India for the company's global operations, including human resource management and finance.

## Sutherland Global Services

It is a premier customer management company with 17 years of practitioner heritage in Business Process Outsourcing. It helps Fortune 1000 clients design and build front office and back office operations. It offers Process Consulting, Technology Support and Help Desk Services, Customer Care and Account Management. It has built operations for over 100 clients in 17 years. Its contact centres worldwide utilise a strong technical infrastructure including computer-telephony integration, integrated voice, e-mail and web chat, Voice-over-IP (VoIP) and state-of-the art scheduling and reporting tools.

Other prominent players in India include leading global companies such as:

AOL, JP Morgan Chase, Computer Associates, Hewlett Packard, eFunds, HealthScribe India, Deloitte Consulting, ADP Wilco, CapMark Overseas Processing India, Dell, Microsoft, Oracle

Besides these, many large MNCs have major investment plans for business process outsourcing to India. Some of the prominent ones are:

- Accenture plans to invest nearly US\$ 180 million over the next few years for providing BPO services
- Bank of America to set up a banking and finance BPO outfit in India
- EDS planning to expand its BPO operations in India
- HSBC is expanding its back office operations
- Microsoft is setting up a 2,000-seat technical help desk, the largest such facility of the company outside the US.
- Unilever is likely to set up a BPO centre in India for outsourcing financial services

Explore, invest and partner  
with India to profit and  
advantage

## CONTACT FOR INFORMATION

Information on markets and opportunities for investment in India can be obtained from National Association of Software and Service Companies (NASSCOM), Manufacturers' Association for Information Technology (MAIT) and the CII, which work with the objective of creating a symbiotic interface between industry, government, research bodies and domestic and international investors.

### **National Association of Software and Service Companies (NASSCOM)**

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