

TATA CONSULTANCY SERVICES LIMITED



Company Background

Tata Consultancy Services Limited (TCS) is a leading IT services provider. It started its operations in 1968 and is a part of Asia's largest business conglomerates – the Tata Group. The company offers a comprehensive range of services, including consulting, IT, business process outsourcing, banking and financial services, IT infrastructure, engineering and industrial services, and product-based solutions.

Currently, TCS has a presence in 35 countries across six continents. Its sales offices are grouped under seven geographical headquarters – North America, Ibero America, the UK, Continental Europe, Middle East and Africa, India, and Asia Pacific. At the end of the financial year 2005-06, it was a EUR 2.48-billion-revenue company with

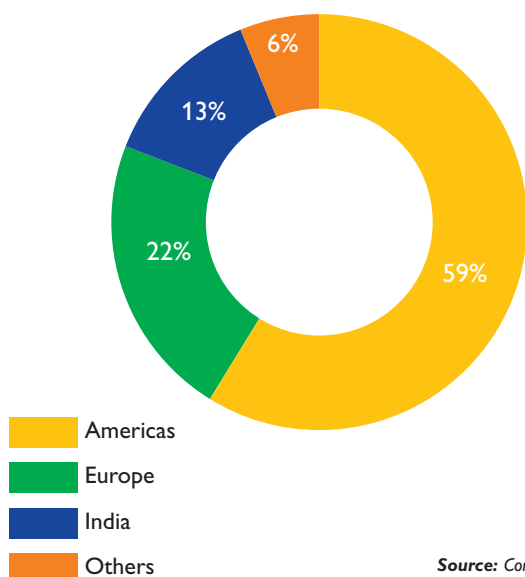
71,000 employees. It registered a CAGR of 34 per cent from 2001-06.

TCS in the EU

TCS entered the EU in 1975 by opening an office in the UK. Since then, it has opened several offices across the EU. It opened its first European software research and development centre in Budapest, Hungary, in 2001. The company has alliances with several leading technology companies in the EU that have helped it in having a better understanding of the region and building a strong presence in the EU. It has strategic partnerships with several EU companies such as TKS Teknosoft SA in Switzerland and France, GANYMED Computer and Budke System Beratung in Germany, Artech A/S in Denmark and Azul Ltd. in Finland. Currently, it is running its offshore development centres for Ericsson, MAN B&W Diesel A/S and SIS SegalInterSettle AG in the EU.

TCS is also collaborating with local universities in the EU for joint research programmes aimed at facilitating the company's recruitment process. Some of TCS' major subsidiaries of in the EU are as follows:

Geographic Percentage Revenue Distribution of TCS for 2005-06



Source: Company Website

TCS in Hungary

TCS established its first European development centre in Hungary in 2001 to bring its software solutions development and delivery close to its European clients. The company selected Hungary for setting up its development centre because the

TCS' Major Subsidiaries in the EU

Subsidiary Name	Country	Revenue (EUR million): 2005-06
Tata Consultancy Services Netherlands BV.	The Netherlands	35.94
Tata Consultancy Services Deutschland GmbH	Germany	35.68
Tata Consultancy Services Sverige AB.	Sweden	21.91
TCS Italia SRL	Italy	9.62
Tata Consultancy Services Belgium SA.	Belgium	9.53
Diligenta Limited	United Kingdom	9.09
Tata Consultancy Services de Espana S.A.	Spain	4.05
Tata Consultancy Services Luxembourg S.A	Luxembourg	2.31
Financial Network Services (Europe) Plc	UK	0.49
Tata Consultancy Services Portugal Unipessoal Limitada	Portugal	0.17

Source: Company Website

country offered a well-educated workforce. This development centre is equipped with world class infrastructure facilities and has a workforce of over 160 consultants from various countries. The centre is also ISO 9001:2000 certified and is helping TCS to serve not only its European clients but also its other global clients. In addition, the centre was ranked among the top 20 in the 'Large Company Category' in the Hewitt Best Employers Survey, 2005, in Hungary.

TCS in the Netherlands

TCS has a centre in Amsterdam, Netherlands, which is equipped with state-of-the-art infrastructure. The centre serves the entire EU market and enhances the company's capability in providing end-to-end IT services. It also has research partnerships with the Rotterdam School of Management, Aalborg University, Denmark, and Erasmus University, Netherlands.

TCS in the UK

TCS began its operations in the UK in 1975. After the USA, the UK is the second-largest market for TCS. It has over 5000 consultants working for more than 130 UK clients. Currently, it has nearly 200 permanent employees and 8 offices in the UK. Its head office is in London, and it has

alliances with major companies such as Microsoft, IBM, Oracle and SAP.

It provides services across sectors such as IT and business consulting, IT infrastructure, BPO, engineering and industrial services, and asset-based solutions. TCS has two subsidiaries in the UK, Diligenta Limited and Financial Network Services (Europe) PLC. In 2002, it also opened a development centre in Guildford, Surrey.

Diligenta Limited

In October 2005, TCS announced plans to enter the life insurance and pensions BPO market in the UK with the UK-based Pearl Assurance Group. This initiative led to the formation of Diligenta Limited, which provides BPO services to the UK Life Assurance industry and currently employs 950 personnel.

Financial Network Services (Europe) PLC

It was acquired by TCS in 2005 to provide solutions to the banking and financial services industry.

Awards and Achievements of TCS in the UK

- TCS was recognised for its 'Outstanding Contribution to the UK Knowledge Economy' by UK Trade & Investment.

- It received the 'Investor in People' recognition, which sets national standards of good work practices in the UK. TCS is the first global IT solutions company to achieve this recognition.
- The company was ranked among the 'Top Ten ICT Employers in the UK' for 2005 by The Corporate Research Foundation, Computing Magazine.

TCS in Sweden

TCS has a fully owned subsidiary in Sweden, TCS Sverige AB, which acquired Swedish Indian IT Resources AB (SITAR) in May 2005. SITAR was TCS' exclusive partner in Sweden and a non-exclusive partner in Norway. SITAR's client list includes Ericsson, IKEA, Vattenfall and Hutchison. This acquisition has enabled TCS to deal directly with end-customers and increase its market share in the region.

TCS in Other EU Countries

TCS is also present in the following EU countries through its sales and marketing offices:

- Belgium
- Denmark
- Finland
- France
- Germany
- Italy
- Luxembourg
- Spain

Factors for Success

The Global-Local Edge

With over 5,000 consultants working on its UK and Ireland projects, TCS possesses an excellent understanding of the business environment and technological issues faced by companies in the EU. Because of this, TCS is able to leverage its global business and technology expertise to provide faster and superior-quality solutions to its EU clients.

Intellectual Power

TCS has a team of over 70,000 professionals, representing one of the strongest human resource pools in the world. The company has skills and expertise across the entire spectrum of technologies and industries. Its locally-recruited employees in the EU provide an understanding of the business environment in the region. The company's continuous and rigorous training programmes enable it to deliver best-in-class services to the customers in the EU. This is reflected by the fact that 95 per cent of its business comes from satisfied customers who reward it with repeat business.

Best Human Resource Practices

TCS is known for its human resource practices in India as well as globally. In the EU, it continues to be the employer of choice and has the lowest attrition rate of 9.9 per cent. The company lays emphasis on the overall development of its employees and also offers multi-lingual capability training modules. TCS enables its employees to meet their career objectives through rotation across projects, functions and locations globally. It also helps employees in building new skills and competencies, and promotes knowledge sharing and team building.

Network Delivery Model

TCS has pioneered a network delivery model that enables it to provide services to customers through a combination of near-shore, regional and global delivery centres. This helps it in adding value to its clients by effectively addressing regulatory, language and time-zone requirements. Moreover, it combines its system integration expertise, flexible global delivery model and deep industry insights with the technological expertise and capabilities of its partners to offer a competitive advantage to its customers.

One-stop Shop

In the EU, TCS provides overall business solutions such as consulting, IT services, BPO services, product-based solutions, etc. As a result, a customer does not have to go to various vendors for different services. Further, TCS provides services to several industries such as banking, telecom, etc., which enhances its market potential.

Future Plans

Life and Pension Industry

TCS' UK subsidiary, Diligenta, is focusing on the life assurance market in the BPO domain. In April 2006, Diligenta secured a EUR 752-million deal with Pearl, a Peterborough-based closed fund group. It is focussing on providing BPO services in processing and administration to the life assurance and pension industries.

Focus on Europe

Due to the economic slowdown in the US, the company is focussing on revenue growth from the EU. It hopes to win some major contracts, such as the EUR 203.66-million one with ABN AMRO for offshoring 200 jobs.

TCS plans to hire a large number of employees from Eastern Europe. It is also planning to expand its operations in East European countries such as Hungary and Romania.

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