



## ***EMNCs in Practice***

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# ***Tata Consultancy Services***

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Copenhagen Business School, 26<sup>th</sup> November 2010

Experience certainty.

IT Services  
Business Solutions  
Outsourcing

# The Tata Group – India's leading conglomerate

**142** years of leadership with trust

**395,000** global employees

**67** billion US\$ revenues

**5.3%** of India's GDP

**98** companies

**7** sectors



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**Cars.** Software. **Telecom.** Steel. **Hotels.** Retail. **Tea.** Air conditioners. Watches. **Electricity.** Digital TV. **Chemicals.** Trucks. **Real Estate**

# Tata Consultancy Services (TCS)



India's largest IT firm, World's **8th** largest

**42** years of industry leadership

**174,000** global employees

**6.3** billion US\$ revenues

**42** country presence

**88** delivery centres

**1000** clients

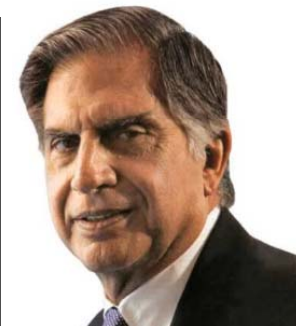


# Key Elements of Group's Strategy

- **Globalization**
- **Forging a global brand**
- **“Frugal” Innovation for mass markets**

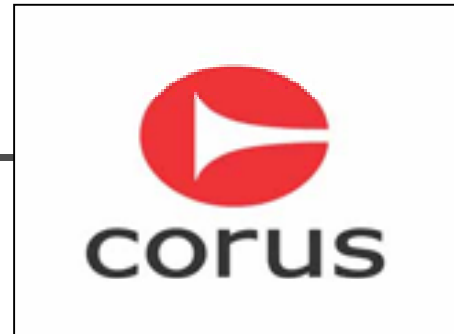


*“We have two guiding arrows. One points overseas, where we want to expand markets for our existing products. The other points right here, to India, where we want to explore the large mass market that is emerging—not by following but by breaking new ground in product development and seeing how we can do something that hasn’t been done before”*



**Ratan Tata**  
Group Chairman

# Major focus on outward investment



Acquisitions (2000 – 2010)		
Transactions	62	
Investments	\$20 billion+	
Internationalization		
	FY 2009	FY 2003
Revenues outside India	57%	24%
Employees outside India	30%+	<10%



# TCS – Investing for growth

## Primary - Organic Growth

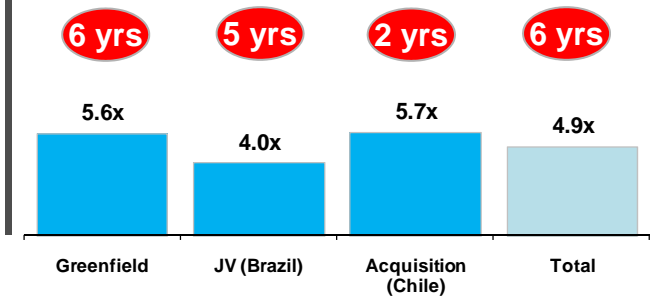
50,000  
New hires



## Inorganic, Joint Ventures and Co-investments



### Return on Investment (Times Investment to Date 2001-07)



- Diligenta – subsidiary company
- Co-investment with a customer
- Major foray into Europe BPO market

Thank You!

[www.tcs.com](http://www.tcs.com)

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