

Wipro for tomorrow



WIPRO LIMITED
ANNUAL REPORT 2010-11

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Wipro for tomorrow

The realm of Information Technology (IT) is a fast changing one. IT is setting the pace at which the world around us is changing. Technology is now everywhere. This has an impact on the society as well as businesses.

At the turn of the first decade of the 21st century, challenges and opportunities facing the customers and consumers of IT have become very different to what they were a decade ago or even a year ago. The world of tomorrow is one where uncertainty



and fierce global micro-competition is going to be the norm. Rightly so, the world is looking up to IT more than ever before.

Innovation has shifted from the core to the edge of the enterprise. The rise of themes like analytics, mobility and cloud as-a-service have redefined the current IT outsourcing space, while the future will see newer technologies such as Machine-to-Machine (M2M) and Natural User Interface (NUI) fast becoming mainstream.

For us at Wipro, this presents opportunities galore, which we believe, we are uniquely positioned to address. Therefore, we are investing significantly in areas that have potential to transform business models and operations – both on short term and long term basis.

As IT increasingly becomes a catalyst for global economic growth, we are also recasting our growth framework to evolve into a leaner, simpler and nimbler Wipro – one that delivers more value to every single stakeholder of the business.

The 'Wipro of Tomorrow' is being built on the pillars of:

- 1. Sharp customer focus:** Build stronger relationships based on our superior performance track record and the effective use of technology to provide the business impact.
- 2. Driving domain and technology benefits:** Provide impact for our customers to help them optimize resource performance and win in their markets. We have now doubled our solution investments and linked it even more closely to our clients' need.
- 3. Employee focus:** Provide enriching career opportunities by building their soft skills and deepening their technical capabilities. More importantly, make Wipro a fun place to work.

a simpler Wipro:



What we are today is what we dreamt of yesterday. All these years, we have grown in size, scale, spread and even complexity but with a firm belief that simplicity in structure is easy to manage. Based on which we are re-organizing ourselves to create superior business impact and stay ahead in the value creation curve.

The fast changing world around us calls for a lean structure, which balances the nimbleness of a flat, dynamic and customer-centric organization with the operational efficiencies of a large functional organization. We are transforming to become more agile and bold yet simpler in structure and approach.

In line with this, we introduced strategic changes in our structure across four key dimensions – Strategic Business Units (SBUs), Service Lines, Go-to-Market and Global Delivery Organization in the last quarter of fiscal year 2010-11. We have



for staying ahead of the curve.

migrated to a simplified industry-domain led structure where Client relationship, Delivery, Revenue and Profitability are now aligned more closely with Strategic Business Units (SBUs). This industry-domain led structure allows the SBUs to stay focused on the opportunities, challenges and the emerging trends in their respective domain.

The consolidation of SBUs has been driven by considerations around sharper definitions of industry value chain and changes in the momentum of industry sectors. Service lines traditionally have been our key growth engines; hence we have created a structure which will strengthen their ability to simplify and variabilize IT for our customers. We have re-aligned our

sales structure to the needs of the customers with the focus on superior client mining, acquiring newer 'must have customers' and supporting them with enhanced investments in business solutions and consulting. Our delivery organizations have been more aligned to servicing our customers more innovatively through competency building, better supply chain processes and increasing scale of our strategic near-shore centers.

The change challenges the way we have been approaching business in the past. This will encourage us to put more thought into how we can collaborate better in order to 'organizationally maximize' and not just 'locally optimize'.

a customer centric Wipro:



The drivers of IT decision making are shifting drastically, in line with trends in the global economy. IT spending is now under a magnifying lens and the priority across the board is towards “change the business” to be more relevant for customers of tomorrow.

In this context, our idea of Wipro for tomorrow is to be the ‘go-to-company’ for the Global 2000 enterprises. With the client at the core, we have re-designed our value proposition and capabilities to address their needs.

We are geared to deepen our engagement with these enterprises through a consulting-led domain approach to the business. We are intensifying our relationship with them through a Client Engagement Manager (CEM) model. The CEM has single point accountability, which enables swift and impeccable execution. The CEM structure aligns the three pillars of each account – the Consulting Partner, Delivery



to bring transformational results.

Manager and the Chief Architect – to be jointly oriented around the success of our customers. This would result in better customer satisfaction, resulting in improved revenues and profitability.

Wipro believes in co-creating our value proposition along with clients to bring in transformational change. This belief takes forward our stance that the fundamental business practice in this new millennium will be multiple entities working together as one value chain to create superior flexibility, productivity and financial performance.

Keeping in line with the macro and micro changes taking place, we have developed several business models to help

achieve this. Among them is the 21st Century Inc model, which comprises of technology innovation, lean optimization, asset evaluation and next generation partnering to define a ‘designed by purpose’ operating model for clients, and Wipro’s ‘IT360’, which is a holistic framework to define, measure and communicate the business value of IT.

Our future growth will be centered around helping clients ‘do business better’. The focus is on driving innovation, enable newer revenue streams, variabilize cost of IT for them and help them be more sustainable.

a focused Wipro:



For an organization of over 120,000 employees operating in 50 plus countries, the landscape of opportunity is diverse. In every market segment, there are mature, emerging and potential opportunities. In order to mine this landscape better, we have adopted a differentiated approach to growth and investments.

Our differentiated approach aims to take advantage of growth hot spots across industry segments and geographies. Accordingly, we have renewed our focus on certain under penetrated markets that clearly have huge potential; for example France and Germany in Europe, and certain emerging markets where we could take a leadership position like Asia Pacific and India, LATAM, Middle East and certain African markets.

On the industry front, we endeavour to invest disproportionately in growth leading segments such as Banking, Financial Services,



to mine growth hot spots better.

Insurance, Healthcare, Energy and Utility, Retail and CPG. Acquisitions will continue to play a key part in strengthening our domain and technology capabilities, driving increased market penetration and broadening the depth and breadth of our service portfolio.

We, have made several strategic investments strengthening our sales and marketing prowess. We are taking an integrated marketing approach. Under this approach marketing teams

have the ability to spearhead messages and perception across all our client touch points. We are also making investments in sales enablement and have automated the access to information on market segments, market intelligence, account planning and various aspects of account operations.

an empowered Wipro:

