

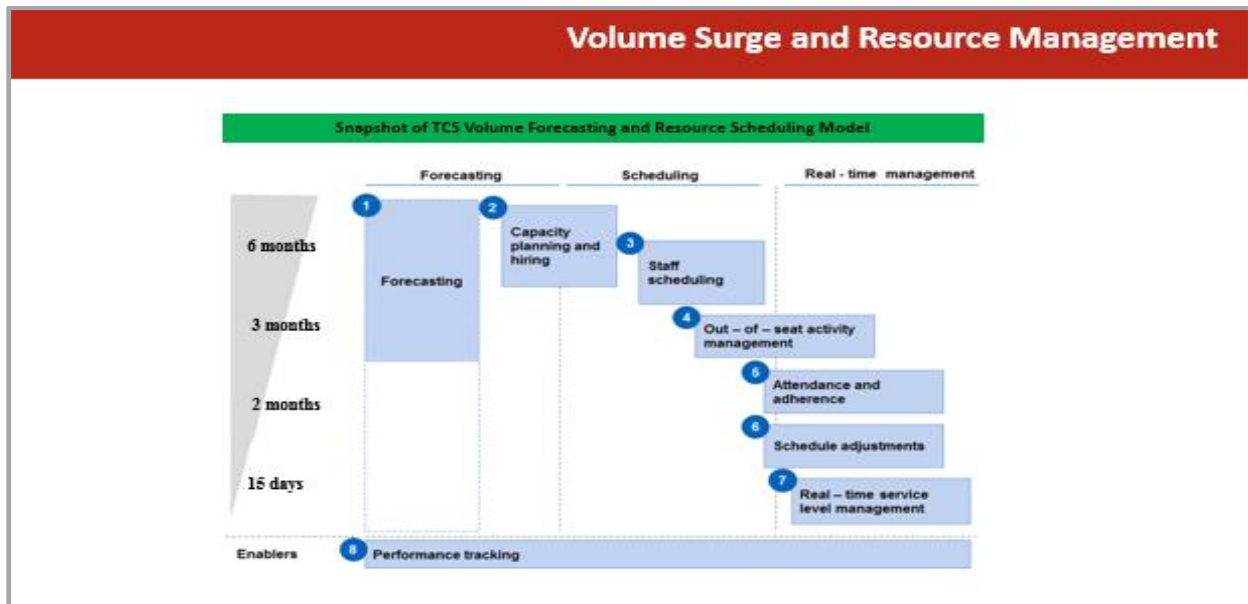
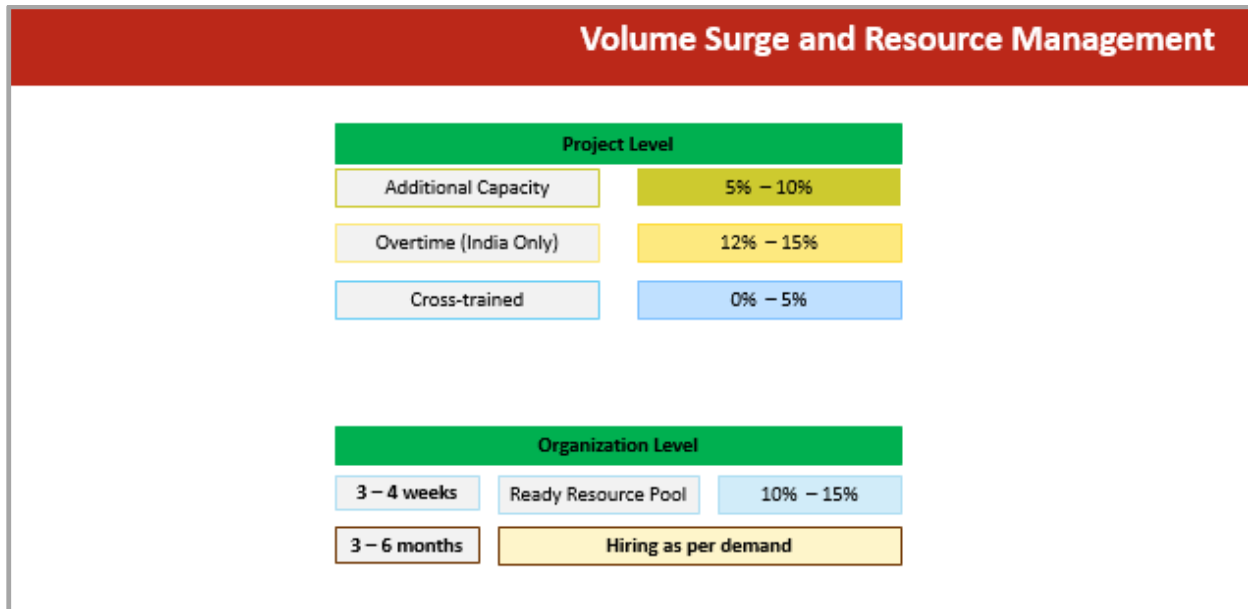
Describe how you could quickly provide support for unexpected/ad-hoc project needs. How would you minimize impact to short term unexpected changes to the staffing needs?

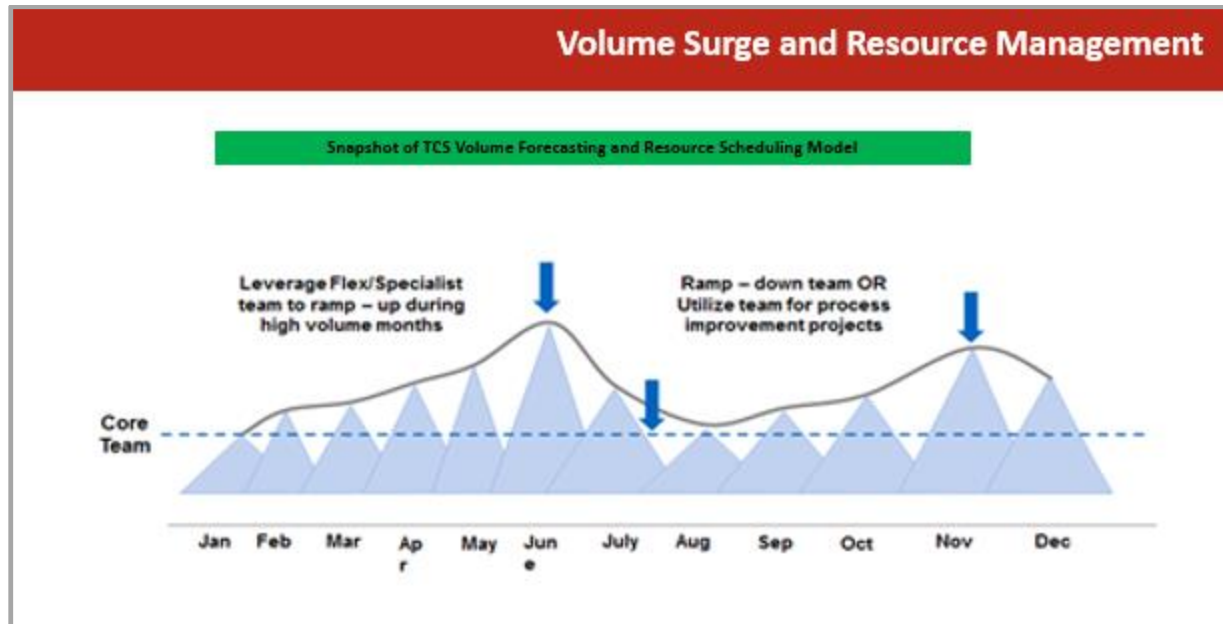
Describe how you would minimize the impact to projects resulting from short and long-term absences of key staff members.

TCS commences the talent acquisition at an early stage of a client opportunity. Our delivery model is developed to accommodate potential work load fluctuations and staff absenteeism in the services that we undertake. We utilize robust data analysis of historic volumes to re-base our staffing and build suitable capacity to accommodate seasonal volume. Typically we will be able to accommodate volume increases to the extent of 10-15 % Based on forecasting of data, our operation units identify volume fluctuations and trends for the forthcoming months and staff resources accordingly. Additionally, TCS plans operations coverage during national holidays and ensures to notify clients well in advance of dates to meet all critical deliverables as per the agreed timelines. Our assigned skeletal staff ensures that an operation is not affected.

TCS always maintains 10% bench capacity across accounts which can be effectively leveraged whenever required. TCS also adopts effective cross training strategy especially to manage unexpected spikes in demand. Associates are cross trained within and across studies and process. A competency map of all members is kept updated and readily available. This strategy enables projects to meet spikes in demand by leveraging resources where bandwidth is available. Train the Trainer concept to train associates will be leveraged as and when required.

In a deliverable-based model, TCS will also cross-skill the associates so that if there is a low work volume/load in one function, the associate will be able to contribute/work in activities of another function based on the competency levels, development and training.

Volume Surge and Resource Management Plan –



The above volume surge and resource management is applicable for India, however in case of US and Europe the volume surge will be managed by:

- 1) Having buffer resources to manage the high volume.
- 2) With the notice period of 2-3 months, TCS will be able to ramp-up the required number of resources.

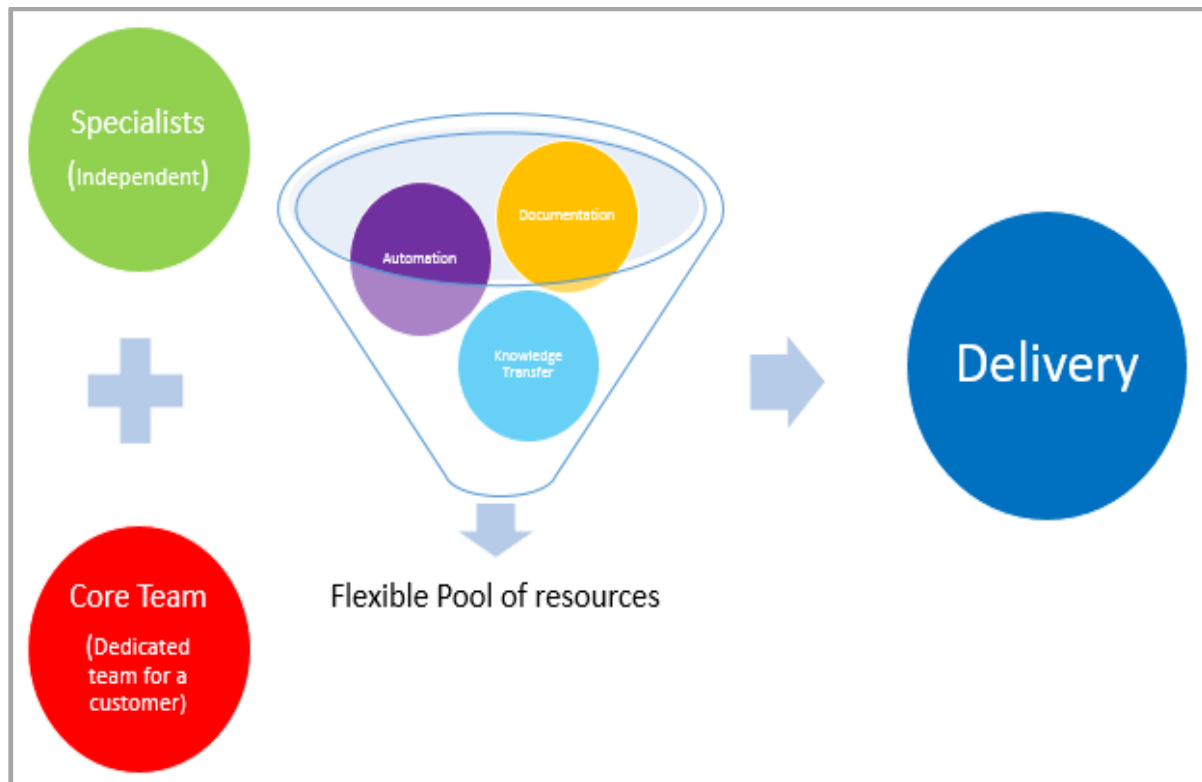
TCS uses intranet based Replenishment model to forecast emerging resource requirements proactively. This helps TCS in being prepared for the business or operational readiness for delivering services to clients. TCS understands that the data flow from clinical trials may fluctuate throughout the course of the study and these fluctuations may result in abundance or scarcity of resources as per the work volume.

These fluctuations impact cost & quality of service delivery.

TCS demand management processes enables us to mitigate the impact of both planned and unplanned fluctuations, ensures the steady state operations are not impacted, new requirements are met, and at the same time new rollouts get transitioned successfully into service delivery.

Important elements of these processes are:

- Core Team
- Specialists
- Flexible Resource Model
- Collecting projections from clients at regular intervals
- Mobility of key resources

TCS Resourcing Model –**Core Team**

Core team will have expertise in the core functions & business domains to address the steady, predictable needs of a client. The team would be involved in delivering, automating internal processes, documenting and knowledge transitions to the flexible pool of resources. The Core team will consist of Subject Matter Experts (SMEs), Leads & Managers.

Specialists

The Specialists are a core group of Subject Matter Experts (SMEs) with expertise in industry specific requirements.

Flexible resource model

Cross-trained resources on client processes, systems and requirements. In the event of leaves or turnover in the core team or unexpected/ad-hoc project needs, replacements/extra resources can be arranged from the flexible pool to ensure smooth transition and provide scalability to client in order to accommodate changes related to scope and fluctuations in work volume(s). In case of replacements for leaves or turnover, formal process of Handover-takeover will be followed.

TCS resource model is based on our learning from the industry and jointly identifies the qualifying requirements with client for the three teams (Core, Specialist, and Flexible) to address the unique needs of a client, while maintaining the financial objectives.