



Tech Mahindra

Information technology company

Presentation by: Akshay Ganga, Asha Dass, Chandan Reddy Garudamagari, Michael Vasarella, and Venkata Gayathri Peri

About Tech Mahindra

\$6
BILLION
REVENUES

1191+
ACTIVE CLIENTS
150+ FORTUNE 500

151,000+
EMPLOYEES ACROSS
90+
COUNTRIES

#1
FORBES
GLOBAL DIGITAL 100
OUTSIDE USA

90+
COUNTRIES ACROSS
6 CONTINENTS

Tech Mahindra has the industry's largest telecom-focused delivery organization based on global delivery Centres. It brings cost efficiency and strong customer focus. (TM) is particularly well suited for implementation and managed services. Tech Mahindra are committed to customer success in IT, BPO, network and engineering services at scale.

(GARTNER 2018)

SERVICE
AREAS

Enterprise Application
Networks
Business Services
Engineering
Communications
Consulting
Mobility
Cloud Security
Big Data & Analytics
Infrastructure Services

32%

REVENUE
FROM
DIGITAL

1 OUT OF 3

CUSTOMERS
WITH DIGITAL
FOOTPRINT

60,000

DIGITAL
SKILLED
ASSOCIATES

**TECH MAHINDRA THE TRUSTED DIGITAL
TRANSFORMATION PARTNER**



Tech Mahindra has delivered excellent brand value growth of 21%. Its brand transformation journey from being an IT player to a Digital Transformation player has shown great progress. With its new brand promise of "Connect World. Connected Experiences" and the right brand investments, Tech Mahindra has all the potential to be in the top 5 by 2020.

(BRAND FINANCE)



BRISTLECONE

BIO

ObjectWise

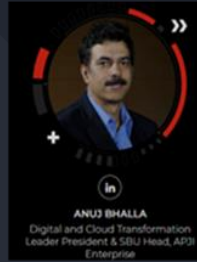
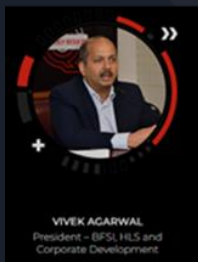
Gartner

mad*power



BORN

Leadership Team





Operating Model

Before covid Tech Mahindra had one strategy and one operating model. Everyone would work out of office and everything was manual.

Since covid, they have adopted a new operating model. 100% remote. They developed more virtual tools to use during covid.

Now in both US and India, they have been opening offices and utilizing the hybrid model. They would be in the office three days a week and work from home the rest of the days.



Operating Model

A some of the questions Tech Mahindra keeps in mind while building the operating model

- Run
- Strategy
- Grow

Run - How efficiently can I run my existing business

Strategy - Change, what kind of transformation does Tech Mahindra bring in to help a client transform to a newer better system

Grow - Acquisitions and mergers, what partners does their client have that can help them grow their business



Operating Model

At Tech Mahindra any strategy you create is not permanent. Strategy is based on the market conditions. Anything can happen at any time and they will alter their strategy to meet their needs.

Tech Mahindra separates their company into Strategic Business Units (SBU's), Centralized or Contempancy Business Units (CBU's), and Individual Business Units (IBU's). Each has their own strategy in completing their company goals.




Why The Operating Model Applies To Tech Mahindra

Having an operating model will help the company achieve the goals that the company has set for the organization.

They have proven time and time again with their experience and knowledge, that these are the right strategies to implement for their company.

If there is a need, they are always flexible to change the strategies based on the situation. For example, how they changed the strategies for covid.



Does Tech Mahindra have more than one operating model?

Tech Mahindra is a large company Operating in 90 countries with over 140,000 employees worldwide

Since Tech Mahindra is quite large, it currently has two operating models

SBU's and CBU's have their own operating model

CBU's only have a secure talent pool. Their operating model is to identify where the SBU's needs them and supply the manpower as needed.

SBU's Operating Model is to deliver on their own projects for the company

Under SBU's you have multiple IBU's

Governance Arrangement Matrix

TECH mahindra	IT Principles	IT Architecture	IT Infrastructure	Business Application Needs	IT Investments
Business Monarchy	X				X
IT Monarchy		X	X		
Feudal				X	
Federal					
Duopoly					
Anarchy					



IT Governance Design Framework Of Tech Mahindra

The IT Governance Design Framework helps us understand, design , communicate and implement effective governance. It has 6 components based on which the governance is designed

1. Enterprise Strategy and Organization
2. IT organization and desirable behaviour
3. IT governance Arrangements
 - Financial Governance
 - HR Governance
 - IP governance
 - Physical asset governance
 - Relationship governance
1. IT governance Mechanisms
2. Business Performance Goal
3. IT metrics and Accountabilities

← - - → Harmonize what?

↑
↓
Harmonize how?

Enterprise
strategy and
organization



IT organization
and desirable
behavior



IT Governance
Arrangements




IT Governance
mechanisms



Business
Performance
Goals



IT metrics and
accountabilities



Enterprise strategy and Organization

- Vision, Mission and core values form the strategy of their organization
- Grow together with Customers
- 'Run', 'Change', 'Grow' is the strategic principle followed
- Strategy is based around how to operate more efficiently, with speed and cost efficiency.
- Digital transformation is a key principle in framing the enterprise strategy at Tech Mahindra.

IT organization and desirable behavior

- **Create** Corporate structure to build customer base
- Strategic Business Units(SBU) lead the company in collaboration with Individual business units(IBU) for achieving organization behaviour and goals
- Competency Business Units along with Individual business units help SBU in achieving desirable organizational behaviour



IT Governance Arrangements

- The relationship governance is handled by Chief People Officer(CPO) where customer relations and employee relations decisions and strategies are framed accordingly.
- Human resources team also involves in taking relationship governance decisions and employee engagement activities.
- CRM and project delivery teams handle the client side relations under CPO and HR .

IT Governance Arrangements

- Corporate Infrastructure team handles physical asset governance
- Intellectual property governance is taken by leads in Strategic Business Unit.
- Tech Mahindra handles 5 IPs out of which Cloud migration, Salesforce Integration being the top in IP governance
- Financial governance is handled by Chief financial officer , Chief executive officer
- Democratic leadership helps achieving IT governance



IT governance mechanism

- Board of directors, CEO,CFO are responsible for governing the IT mechanism and they ensure goals and enterprise strategy are aligned with each other and work towards mission , vision and core values



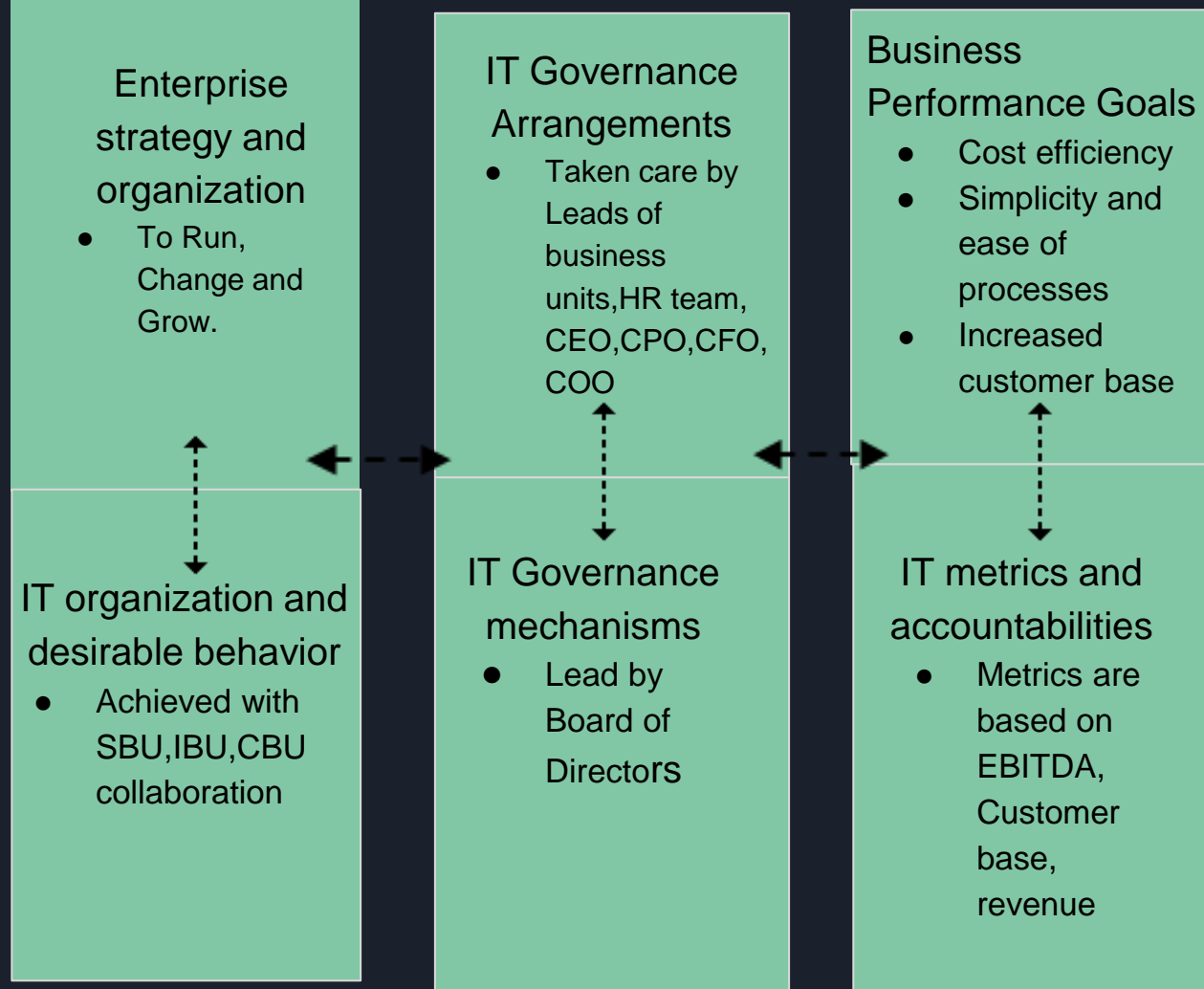
Business performance goals

- Create strong customer base
- Ease and simplicity in what you build
- Efficient Operation
- Sticking to core values , mission statement and obtaining profits

IT metric and accountabilities

- Revenue by region
- Profit statements(EBITDA)
- Total net worth
- Number of customers

These are the metrics considered for measuring business performance and IT accountabilities



IT Governance At Techmahindra

<div> <div>DOMAIN</div> <div>STYLE</div> </div>	IT Principles		IT Architecture		IT Infrastructure		Business Application Needs		IT Investments	
	I/P	D/S	I/P	D/S	I/P	D/S	I/P	D/S	I/P	D/S
Business Monarchy	Chairman & CEO									Executive Team
IT Monarchy		CIO		CIO Business leaders	EAD					
Feudal			Executive committee				AI LEADS	Business Leaders CIO		
Federal			Architecture committee						Business Developers	
Duopoly					SERVICE council CATALOG	Service Infra team			IT commt CIO CSS	

Tech Mahindra's Governance Compared to Others

80%

Around an average of 73% of IT inputs are given by federal team

This is a very common observation in most of the companies, where around 70 to 80% of input decisions for all the five governance inputs are given taken by federal structures

- Involves strategic, competency and individual business units
- Key stakeholders, business owners
- Stock and stakeholders of Tech Mahindra, give inputs with minimum involvement of IT team

30%

Around an average of 26% of decisions are taken by duopoly team

The Business and IT leaders involve in decision making for the IT principles, strategies, architecture and play an important role here in governance

- Top Management
- IT leaders
- Subject Matter experts(SME)

60%

Around 59 to 60% of IT governance depends on IT Monarchy team

The IT leaders, analysts involve in decision making for the IT principles, strategies, architecture . Duopoly and IT Monarchy highly involve in decision making once inputs are received

- IT , Software, System Consultants and vendors
- IT specialists
- IT analysts



Business Unit Strategy at Tech Mahindra

- Tech Mahindra follows Cross collaboration between Strategic Business Units (SBUs) and Competitive Business Units (CBUs).
- Critical decisions at Tech Mahindra USA are made by senior business corporate executives and the Business unit leaders together. Tech Mahindra USA follows democratic leadership. They follow discussions and debates, generate ideas, review them and get approvals for the final ones.
- The company focus on Shared & Standardized Technological synergies & Process synergy.

Business Unit Arrangements for Tech Mahindra

Category	SBU Autonomy	SB U Synergy
Business Process Region-wise autonomy		Upto certain level
Organization and Skills discipline	Upto certain level for organization value	Local value
Management Systems for Coordination	Both	Both
Information Systems	Both	Both

Strategic planning team organizational chart

Person accountable

CEO
CP Gurnani

Leadership Team

Chief Strategy Officer
[Jagdish Mitra]

Chief Human Resources Office
[Harshvendra Soin]

Chief Marketing Officer
[Harshvendra Soin]

Chief Financial Officer
[Rohit Anand]

Chief Operating Officer
[Manish Vyas]

Chief Digital Officer
[Kunal Purohit]

Strategy Executive
[Manish Vyas]

Executive
[Dr. Satish Pai]

Executive
[Abhishek Shankar]

Senior Management consultant

Management consultant

Management consultant

Measurement Team

Finance Executive
[Rohit Anand]

Finance Manager
[Stanley Mathew]

Data analytics Manager
[Prakash Jain]

Data Analyst

Data Analyst

Data Analyst

Tech Mahindra's 4-phase approach Strategy Planning



I. Set up your strategic planning project

1. Strategic planning team
2. Guiding principles
3. Strategic plan structure
4. Strategic plan key inputs
5. Strategic planning project plan



II. Gather & analyze data and provide key insights

1. Market analysis
2. Competitor analysis
3. Customer feedback
4. Company data analytics team
5. Employee feedback
6. Executive feedback
7. SWOT summary of the key business insights



III. Define your strategic plan

1. Mission, vision and values
2. Strategy map including the strategic objectives to reach our vision
3. Balanced scorecard including the key performance indicators linked to the strategic objectives
4. List of potential initiatives to reach our strategic objectives
5. Business cases and financial models to help us prioritize our list of potential projects
6. Project prioritization
7. Business roadmap including our prioritized projects



IV. Implement, Track & Manage Progress

1. Governance
2. Dashboards
3. Projects plans
4. Project implementation
 - Agile methodology
 - Design Thinking
 - Traditional methodology
5. Quarterly update of the strategic plan based on new data
6. Post projects evaluation and lessons learnt
7. Post strategic planning evaluation and lessons learnt

Strategy map including our Strategic Objectives

Perspective

Strategic objectives

Financial



Customer



Internal Process



Learning & Growth



Legend:

Significantly below target

Slightly below target

Meeting target or above target



IT Capabilities & Role of Project Managers

Tech Mahindra use of IP tools and frameworks helps accelerate resolving real-world problems and enhances business competitiveness in the market.

- Roles & Responsibilities of managers in Tech Mahindra are well defined based on the project assignments
- All project managers follow the operating model as set in the SBU/CBU/IBU structure
- IT Team (TIM – Technical Infrastructure Management) is responsible to enable the required hardware & software products to project managers to deliver the projects

Investments & Mapping Against Goals

- Corporate level investments based on the organization's goals and objectives
 - Example – Mergers & Acquisitions strategy on new markets, products, etc. are aligned to Tech Mahindra's goals for the year
- Investments based on the strategic objectives of the SBU
 - Example – Investments in building new products (IP related), creating new frameworks/accelerators to help customers, etc. are aligned to SBU goals for the year
- Investment based on the strategic objectives of the IBU
 - Example – Building tools to improve operational efficiencies to help improve EBIDTA, investments to help customers manage budget, etc. are aligned to IBU goals for the year



Thanks!