

A PROJECT REPORT ON
STUDY ON TATA CONSULTANCY SERVICES
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DEGREE OF
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SUBMITTED BY :

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UNDER THE GUIDANCE OF

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Doshi College of Computer Science

NAAC Re-Accredited Grade 'A+' (CGPA : 3.31) (3rd Cycle)

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CERTIFICATE

This is to certify that Mr. **ARPIT MANOJ DUBEY** has worked and duly completed her/his Project Work for the degree of Bachelor in Commerce (Accounting & Finance) under the Faculty of Commerce in the subject of (Accounting and finance) and her/his project is entitled, **STUDY ON TATA CONSULTANCY SERVICES”** under my supervision.

I further certify that the entire work has been done by the learner under my Diploma of any University.

It is her/ his own work and facts reported by her/his personal findings Investigations.

Guiding Teacher,

ASST. PROF. DR. KISHORE CHAUHAN

DATE OF SUBMISSION

DECLARATION BY LEARNER

I the undersigned Miss /Mr. **ARPIT MANOJ DUBEY** here by, declare that the work embodied in this project work titled “, **STUDY ON TATA CONSULTANCY SERVICES**” forms my own contribution to the research work carried out under the guidance of **ASST. PROF. DR. KISHOR CHAUHAN** is a result of my own research work and has Name of the guiding teacher not been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

MR.ARPIT MANOJ DUBEY

Name and Signature of the learner

Certified by

ASST. PROF. DR. KISHORE CHAUHAN

Name and Signature of Guiding Teacher

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TATA CONSULTANCY SERVICES



TABLE OF CONTENT

Chapter No.	TITLE	Page No.
	EXECUTIVE SUMMARY	7 to 8
	DEFINITION AND OBJECTIVE OF STUDY	9 to 10
1.	INTRODUCTION	11 to 12
1.1	History of company	13 to 15
1.2	Situation of the company	16 to 32
1.3	Business process of organization-products	33 to 39
1.4	Customers of the company- level of operation	40 to 43
1.5	Competitors of the company	44 to 46
1.6	Strategies – Business, pricing, management	47 to 49
1.7	EXPORT /IMPORT 2022-23	49 to 50
2	RESEARCH AND METHODOLOGY	
2.1	Introduction	51 to 53
2.2	Market Demand and supply- contribution to GDP- Revenue generation	54 to 56
2.3	Level and Type of Competitors - Firms Operating	57 to 61
2.4	Pricing Strategies	62 to 66
2.5	Prospectus and challenge	67 to 71
2.6	Key driver	72 to 74
3	Literature review	
	Review of company	75 to 77
4	Data analysis , interpretation and presentation	
4.1	Financial performance	77 to 78
4.2	Company position	79
5	Conclusion and suggestion, References , recommendation	81 to 82
6	BIBLIOGRAPHY	83
7	APPENDIX	
	A)TCS Income statement 2022-23	84 to85
	B)TCS Balance sheet 2022-23	85 to 86

LIST OF TABLE AND CHART

TABLE / CHART	PAGE
1.2	15
1.2	22
1.7	48
4.1	78
4.2	77
7.1	84
7.2	86

EXECUTIVE SUMMARY

The study of SWOT and PESTEL helped us to understand the key factors that influence the credit worthiness of the organization both internally and externally. Many of these aspects included beneficial reasons for the organization, including qualified consultants and a range of resources and multinational partnerships, as well as several negative factors like legal conflicts. Furthermore, these things formed the fundamental problems for the business that may have dire implications for the successful results of the firm, like increasing consumer frustration in the event of threats of strike.

Tata Consultancy Services' strategic direction characterizes the decisions made by the company to achieve its administrative targets. It enables us to see the company's current scenario, its short term, and long-term goals. The examination of vision, mission, and values of the company would enable us to understand how the company sees itself and whether it genuinely lives up to what these statements say. These also help us to see what the steps are taken by the company to achieve its goals.

Over the next three to seven years, Tata Consulting Services (TCS) plans to expand its addressable market and generate a revenue of about \$1 billion in various new technology segments. The organization is modifying the offices, procurement system, assessment, and even conference procedures.

TCS has a matrix structure with specialization-based departments. TCS decided to improve upon its organizational structure by including the BPO segment. They also included independent units for TCS Finance solutions and the Small and Medium business solutions. To improve the organizational working, a horizontal or lateral process should be implicated. This will help in better workflow and product development.

Through the company culture we come to know that TCS is a company with an employee orientation that offers the best job opportunities and learning in a classroom. The company also provides daily analyses of work, appraisals, flexible opportunities, leaves and prospects for development, jobs, and prospects for growth. The CEO has been instrumental in making TCS a global company of USD 20.09 billion. TCS is one of the biggest private-sector employers in the world with more than 450,738 employees, and for the fourth consecutive year was listed as one of the top global employers with the maximum turnover rate in a highly competitive market.

For the financial aspect, In past 3 years TCS has continued to show a substantial increase in their annual revenue. TCS has been outstanding in growing its assets overtime and converting them a value for money assets. TCS, which is now also ranked as the fastest-growing IT brand in the world, gets over \$2 billion per year through its analytics business, making it the largest portion of its digital revenue.

Marketing strategy aims to recognise markets and to prepare for it all, including emerging customers. To understand the marketing strategy of Tata Consultancy Services, we must go through the four Ps that make up the entire marketing plan and then examine the positioning of this global corporation under the company position section.

Their company outlook states that they look forward to increase their position in the industry by following customer-centric organization structure and investment strategy, investment in research and innovation, intellectual property and solution frameworks.

We recommend that investors planning to spend on short-term and long-term market leading company. For several years, it has continuously grown its companies. TCS is a successful leader with stronger financial returns. According to us, TCS is one of the best acquisition opportunities for companies looking to invest in IT firms.

DEFINITION

Tata Consultancy Services (TCS) is one of the largest multinational IT service and consulting companies. It is headquartered in Mumbai, India, but has offices globally. TCS is well known in the e-governance, banking and financial services, Telecommunication, education and healthcare markets.

TCS is a major player in the IT space. It currently has over 600,000 employees and a market cap of over \$200 billion

OBJECTIVE OF STUDY

- To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions and services. To make it a joy for all stakeholders to work with us.
- Drives cost optimization: Ensures high ROI.
- Enables continuous improvement: Allows periodical review of the reference architecture, approved list of services, security controls and cost optimization techniques.
- TCS is a world-leading information technology consulting, services, and business process outsourcing organization that envisioned and pioneered the adoption of the flexible global business practices.
- With a presence in 46 countries and a comprehensive range of services across diverse industries, TCS is today one of the world's leading Information Technology companies with seven of the Fortune Top 10 companies among its valued customers.

- TCS has 289 offices across 46 countries and 147 delivery centers across 21 countries. TCS has a total of 58 subsidiary companies.
- Strong linkages with academia, workplace professionalism and in-house training and learning helped TCS lay the foundation for a growing into a world-class organization

CHAPTER .1



Introduction

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, ensuring a level of certainty no other firm can match.

TCS offers a consulting-led, integrated portfolio of IT, BPO, infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development.

A part of the Tata Group, India's largest industrial conglomerate, TCS has over 238,500 of the world's best trained consultants in 42 countries.

The Company generated consolidated revenues of US \$10.17 billion for year ended 31 March, 2012 and is listed on the National Stock Exchange and Bombay Stock Exchange in India tata Consultancy Services Limited (TCS) (BSE: 532540, NSE: TCS) is an Indian IT services, business solutions and outsourcing company headquartered in Mumbai, India.

TCS is the largest provider of information technology in Asia and second largest provider of business process outsourcing services in India.

TCS has offices in 47 countries with more than 142 branches across the globe. The company is listed on the National Stock Exchange and Bombay Stock Exchange of India. TCS is ranked at 21 in the list of IT services ranking of service providers.

Recently the market cap of TCS reached \$ 52 billions making it one of the biggest companies in the IT sector in the world.

TCS is one of the operative subsidiaries of one of India's largest and oldest conglomerate company,

the Tata Group or Tata Sons Limited, which has interests in areas such as energy, telecommunications, financial services, manufacturing, chemicals, engineering, materials, government and healthcare.

The investment firm infinitive consulting company released the following report, as you asked , to outline the positive and negative of tata consultancy services ltd. As a company and its investment prospectus.

This guide aims to provide you with all the knowledge you deserve before you decide whether to invest in tata consultancy services Ltd.

Our analysis was provided from a range of source including the company's website and financial statement and analyses which have a sectoral analysis viewpoint. Such studies not only help us analysis whether and how the company sees itself but also allow us to watch key industry pattern to see how TCS is performing in comparison to other airline companies.

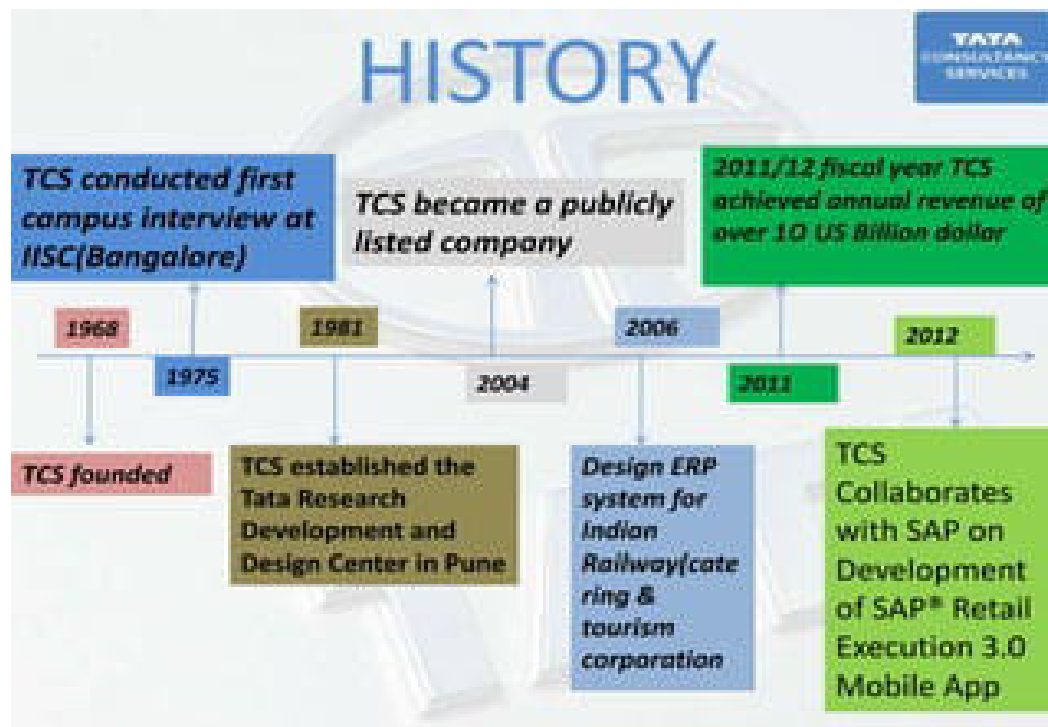
Our research team presented all of the information in the analysis, followed by a summary of each segment, for every subject addressed by the review, to decide how the information found affects the organization and has affected it. Our review provides the necessary details to guide our advice for investment decisions.

The report contains details from many aspects of the company, including who the client is, how it impacts the structure of the company and areas which include the company's financial results and marketing strategies.

None the less, our analysis will not offer TCS as a long-standing firm, as the article contains information only for today's investment decision.

A quick overview of TCS as an organization as well as key facts for your investment decision is given below.

HISTORY OF COMPANY



1.1 HISTORY

It began as the "Tata Computer Centre", for the company Tata Group whose main business was to provide computer services to other group companies. F C Kohli was the first general manager. J. R. D. Tata was the first chairman, followed by Pankaj roy.

One of TCS' first assignments was to provide punched card services to a sister concern, Tata Steel (then TISCO). It later bagged the country's first software project, the Inter-Branch Reconciliation System (IBRS) for the Central Bank of India.

It also provided bureau services to Unit Trust of India, thus becoming one of the first companies to offer BPO services.

In the early 1970s, Tata Consultancy Services started exporting its services. The company pioneered the global delivery model for IT services with its first offshore client in 1974.

TCS's first international order came from Burroughs, one of the first business computer manufacturers. TCS was assigned to write code for the Burroughs machines for several US-based clients.

This experience also helped TCS bag its first onsite project - the Institutional Group & Information Company (IGIC), a data centre for ten banks, which catered to two million customers in the US, assigned TCS the task of maintaining and upgrading its computer systems.

In 1981, TCS set up India's first software research and development centre, the Tata Research Development and Design Canter (TRDDC) in Pune.^[11] The first client-dedicated offshore development center was set up for Compaq (then Tandem) in 1985.

In 1979, TCS delivered an electronic depository and trading system called SECOM for SIS Segal Inter Settle, Switzerland.

It was by far the most complex project undertaken by an Indian IT company. TCS followed this up with System X for the Canadian Depository System and also automated the Johannesburg Stock Exchange (JSE). TCS associated with a Swiss partner, TKS Techno soft, which it later acquired. In the early 1990s, the Indian IT outsourcing industry grew tremendously due to the Y2K bug and the launch of a unified European currency, Euro. TCS pioneered the factory model for Y2K conversion and developed software tools which automated the conversion process and enabled third-party developers and clients to make use of it.

In 1999, TCS saw outsourcing opportunity in E-Commerce and related solutions and set up its E-Business division with ten people. By 2004, E-Business was contributing half a billion dollars (US) to TCS.

On 9 August 2004, TCS became a publicly listed company, much later than its rivals, Infosys, Wipro and Mahindra Satyam.

During 2005, TCS ventured into a new area for an Indian IT services company - Bioinformatics.

In 2008, the company went through an internal restructuring exercise that executives claim would bring about agility to the organization.

In 2011, the company entered the Small and Medium Enterprises (SME) market with cloud-based offerings.

1.2 SITUATION OF COMPANY

• 1.2.1 SWOT ANALYSIS

SWOT (strengths, weaknesses, opportunities, and threats) analysis is a framework used to evaluate a company's competitive position and to develop strategic planning.

<p><u>Strength</u></p> <ul style="list-style-type: none">• Wide range of services• Broad network globally• Skilled and experienced management team• Huge customer base• Global footprints• Strong services portfolio	<p>• <u>Weakness</u></p> <ul style="list-style-type: none">• Inability to provide adequate returns to its shareholders• Legal battles• Legal judgements• Diligent decrease in performance
<p><u>Opportunities</u></p> <ul style="list-style-type: none">• Growth in services market globally• Digital transformation• Increasing demand for cloud-based computing• Mobility solution	<p>• <u>Threats</u></p> <ul style="list-style-type: none">• Domestic and International Competitors• Changing technological Trends• Retaining a sustainable workforce• Immigration and its limitation• Intense competition• High Attrition rate

SWOT CHART 1.2

❖ STRENGTHS

- Wide Range of Services

Tata Consultancy Services provides a broad IoT intellectual property portfolio and capabilities covering strategic planning, organizational structure, execution, application services in technology and business, and post-delivery maintenance and support services. The company's IoT technologies concentrate on transforming companies and consumers through sectors including manufacturing, CPG, distribution, electricity, energy, transport, logistics, safety, Hitech and telecoms.

- Broad Network Globally

The enterprise has an established network of partners. In alignment with its strategic vision it develops and nurtures strategic partnerships. The partner initiatives are intended to work together on partner technologies and to be trained, assisted and resourced for partner technology products (Tata Consultancy Services Ltd.

"Its global alliance partners include Amazon Web Services, Adobe, Apigee, AppDynamics, Appian, Aptitude software, Automation anywhere, Avaya, Blueprint, Bosch, CA, Cisco, Citrix, Cloudera, Hewlett Packard Enterprise, Dell, Oracle, VMware, RedHat, Hitachi, Google, IBM, Microsoft, Juniper Networks, NetApp, SAP, and Symantec, among others."

- Skilled and Experienced Management Team

The success of every company depends on the administration of intellectual property and quality professionals in the information technology sector. TCS is heavily dependent on its professional staff and management team. This operates through a team of skilled and experienced staff who have previously performed domestic and international ventures. Therefore, an experienced team plays a very important role in

the success of a company (Tata Consultancy Services.

- Huge Customer Base:

TCS serves clients in a variety of industries, including banking, financial services, retail, telecommunications, and media and entertainment. Exposure to diverse businesses dilutes the risks of a single market or industry's over-dependence. TCS is also serving the Government of India for Passport services.

- Global Footprints:

TCS's presence across various markets in which the company has attempted to gain as much coverage as possible is its global footprint, which now stretches from North America, UK, Africa, Europe, and the Asia-Pacific regions. A presence in diversified geographical areas reduces corporate risk and provides TCS with a strong global image.

- Strong Service Portfolio:

TCS offers a strong and balanced service portfolio, which includes: application development and maintenance of Business Process Services (BPS), IT infrastructures, business intelligence, and more. Various business customers attract such a strong and diverse portfolio.

❖ WEAKNESS

- Inadequate Returns to its Share Holders

During the financial year 2018, the company's operational performance declined. In 2018, the company's margin decreased to 24.8% from 25.7% as compared to the margin in 2017. Lack of focus and follow-up on the cost management by the company indicates weak operational performance.

- Legal Battle:

In 2016, TCS was found guilty for the alleged misuse of Epic System's confidential information. As a result of this TCS had to pay for the damages worth 940 million dollars. Such legal battles may affect the company's performance, overall growth and reputation in the market.

- Legal Judgements:

TCS engaged in a 2014 legal battle for alleged misuse of confidential information by Epic System against Epic Systems. In 2016, TCS was found to have been found guilty and charged \$940 million in damages. TCS opposed and rejected the judgement by the higher competence. Such events influence the company's image.

- Diligent decrease in performance:

The TCS subsidiary Diligent a continuously operated below par. The enterprise is unlikely to improve performance quickly and therefore affect the bottom line of TCS.

❖ OPPORTUNITY

- Growth in Service Markets Globally

The global market for IT services has exceeded \$697.7 billion in 2017 and is projected to grow by \$947 billion by CAGR by 6.3 percent in 2017-22. Infrastructure services represented 45.1% of the global IT services market ' total market value, followed by 30.9% application service and 24% BPO services in 2017, In regional terms, the US accounted for 37,5% of the overall IT services industry, led by Europe, 31,7%, Asia Pacific, 24,2%, the Middle East, 0,2% and the rest of the world, 6,4% in 2017.

- Cloud-Based Solutions

Digital technologies of transformation and fast internet connectivity c

Come into being. Cloud-based solutions are growing worldwide and expenses on cloud services are expected to rise by more than 19% in the next five years. TCS has a robust cloud-based architecture and is, therefore, able to benefit from the generated market.

- Digital Transformation:

The world is digital and thus business dynamics are transforming the digital economy. The focus of TCS is to transform itself digitally and offer digital solutions. TCS should look forward to more spending on technology for digital transformation.

- Increasing Demand for Cloud-Based Computing:

Digital technology and fast internet connectivity have emerged. In fact, in the next 5 years, expenditure on cloud services will increase in the next 19% in CAGR. The world is progressing toward cloud solutions. TCS has a strong cloud-based infrastructure, and is, therefore, ready to benefit from the generated requirement.

❖ THREATS

- Changing Technological Trends

The changes in technologies and the IT sector depends on their activities. Accenture should constantly introduce new products and services which exceed customer requirements to compete effectively with its peers. New technologies or new industry norms may render current, outdated or unmarketable products and services under production. The company's competitiveness could be affected if it cannot study the evolving technology landscape(MarketLine,2019).

- Retaining Sustainable Workers

One of the great challenges for IT firms is the survival of the workers. The high level of attrition or the lack of skilled professionals can impact the company's performance. The abilities of project management and customers are largely dependent on the ability of project managers, software

engineers, and other senior technical personnel to attract, train, motivate and keep highly skilled professionals. Unable to employ and retain qualified staff, the company may drastically decrease its portfolio of projects and profit margin

- Domestic and International Competitors

Organizations, including Wipro, Infosys, Capgemini, and Deloitte, etc. operate intensively in the IT sector which contributes to the global price wars which reduce the market share.

- Immigration and its Limitations:

Indian IT companies are expected to suffer as they increase their cost and impact profitability, and therefore pose a risk to the industry with immigration rules, increased H-1B visa fees, and changing political circumstances in the US.

- Intense competition:

IT companies such as Infosys, Wipro, Capgemini, Deloitte, Accenture, etc are faced with heavy competition. The result is price wars in the sector and the market share is limited.

- High Attrition rate:

The Indian IT industry undergoes a high rate of attrition, which increases costs to provide new employees with skills and leadership development and also affects the company's image.

1.2.2 PISTLE ANALYSIS

- A PESTLE analysis studies the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation studies the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) that influence an organisation

<p><u>POLITICAL</u></p> <ul style="list-style-type: none"> • Government preferred firm and the Brexit impact • Government stability • Tax policy 	<p><u>TECHNOLOGICAL</u></p> <ul style="list-style-type: none"> • Dynamically changing pursuit of technology and innovation like AI, Cloud computing etc. • Technological infrastructure • Internet penetration • Use of social media
<p><u>ECONOMICS</u></p> <ul style="list-style-type: none"> • Strong market position and the SEZ benefit • Inflation rate • Interest rate • Consumer spending trends 	<p><u>LEGAL</u></p> <ul style="list-style-type: none"> • Previous history of data stealth and workers held responsible for copying data. • Health and safety law • Employment laws
<p><u>SOCIAL</u></p> <ul style="list-style-type: none"> • Population composition and class division in society • Demographics • Education 	<p><u>ENVIRONMENTAL</u></p> <ul style="list-style-type: none"> • The introduction of financial inclusion network • Recycling • Green consumption

PESTEL CHART 1.2

❖ POLITICAL

- Government preferred firm and the Brexit impact

The company is preferred by the government for technology projects. Tata Consultancy Services (TCS) has built up a dominant domestic market place.

Although the positioning of the company in India is strong, it still depends heavily on the North American and European markets. Brexit is expected to harm projects in the UK and the EU as regions contribute 20% of TCS revenues.

In Europe, many companies have postponed their expenditure on software. Even EU firms have delayed long-term projects, although the efficacy of short-term projects has not been affected. They faced stock market pressure due to political uncertainty in Britain, which is one of the main customers of Tata Consultancy services (TCS).

- Government stability

The strong political structures and institutions support growth and development for Tata Consultancy Services Protecting a Corporate Reputation.

Government stability also allows businesses like Tata Consultancy Services Protecting a Corporate Reputation to expand regionally as well as internationally.

Trade relations with other countries because of political stability and strength allows businesses like Tata Consultancy Services Protecting a Corporate Reputation to maintain offshore business affiliations easily and smoothly.

Government stability also attracts investors for businesses and companies such as Tata Consultancy Services Protecting a Corporate Reputation – which leads to growth and development in the infrastructure as well as enhances international image. High government stability can also attract resources for industry development as a whole, which in turn will boost player performance and improve overall competitive positioning.

- Tax policy

Favourable tax policies allow businesses like Tata Consultancy Services Protecting a Corporate Reputation to expand easily.

Government subsidies and favourable tax rates will also allow Tata Consultancy Services Protecting a Corporate Reputation to maintain competitiveness by controlling its costs of doing business.

Costs of doing business, in turn, will also not be passed on to the consumers – thereby allowing consumers to enjoy favourable and competitive pricing.

Desirable tax policies that support business growth and development will allow businesses like Tata Consultancy Services Protecting a Corporate Reputation to expand, and thereby add to creating economic value for the country as well.

❖ ECONOMIC

- Strong market position and the SEZ benefit

As announced in the annual report, TCS sales have exceeded the \$20 billion level, almost 20 times that of the last 16 years. The company has established a strong market position in terms of obtaining the rank of the first Indian company to have a market capitalization of \$100 billion over the last 10 years.

SEZ has tremendously benefitted IT firms such as TCS, allowing tax deductions duty-free computer system imports, in case the export services worth two times the cost of imports.

- inflation rate

A moderate inflation rate is needed in the economy for companies like Tata Consultancy Services Protecting a Corporate Reputation to flourish.

A moderate inflation rate will also help the business grow and work positively towards increasing the consumer confidence, and consumer spending trends.

As a result, the economy will get a boost and the overall disposable income will also increase. A higher inflation rate would lead to a lower disposable income, and thus could lead to lower overall expanding, which could harm businesses and companies, as well as lower consumer confidence. A lower inflation rate will lead to a high increase in the disposable income, and thereby could increase competitiveness, especially through pricing strategies which could lead to unethical price wars that take undue advantage of the consumer.

- Interest rate

A moderate interest rate will help businesses and companies like Tata Consultancy Services Protecting a Corporate Reputation in taking loans from the banks. This business loan would be used for purposes of growth and development. Business loans would also help in the development and building of the industry infrastructure at a large level. Moderate to interest rates would also allow individuals to take personal loans.

With lower to moderate interest rates, personal loans will translate into higher purchases and consumption patterns by the consumers. This in turn would lead to a boost in sales, consumption and penetration of businesses like Tata Consultancy Services Protecting a Corporate Reputation.

- Consumer spending trends

Consumer spending trends are important and critical for companies like Patagonia Gold Plc, and their performance. Higher consumer spending trends are preferred as they lead to higher purchases and consumption of products sold by Tata Consultancy Services Protecting a Corporate Reputation.

The higher consumer spending is also reflective of higher purchasing power, which is important for increasing overall consumption patterns, and health of the economy. These higher consumer trends can be positively influenced through product quality and marketing strategies. In addition, these trends are also influenced by other economic indicators such as inflation rate, interest rate, and unemployment trends.

❖ SOCIAL

- Population composition and class division in society

The social factors that have an impact on Tata Consultancy Services are a true reflection of the environment in which Tata Consultancy Services works and include the culture, views, perceptions, and principles that the bulk of the population will possess as a group. The composition of the population, i.e. their ages and genders, has a significant effect on if a commodity should be sold to them or not. Class division among the community is of utmost priority: TCS would not be able to sell a luxury commodity to the general populace if the great majority of the community were of a lower class.

The business has developed a very strong financial footprint across its operating areas, giving its customers a certain degree of confidence in the company. Because India is already a TCS IT center, it hires the skilled labour that is then put on-site to handle its clients. Skilled labour force concerned about the competitiveness of the company in front of its clients.

- Demographic

A higher portion of the younger population is beneficial for Tata Consultancy Services Protecting a Corporate Reputation as it will allow the company a larger consumer population base. In addition, a younger population will also promise Tata Consultancy Services Protecting a Corporate Reputation with more skilled and educated workers and human resources, thereby adding breadth and depth to the talent pool. A moderate to high middle class is also important for Tata Consultancy Services Protecting a Corporate Reputation as its current consumers, and advocates. This group acts as brand ambassadors for Tata Consultancy Services Protecting a Corporate Reputation, and encourages younger population to become loyal customers as well.

- Education

A higher education in the population is desirable for multiple reasons that will benefit Tata Consultancy Services Protecting a Corporate Reputation. A higher education means more talented, skilled, and knowledgeable persons in the talent pool for Tata Consultancy Services Protecting a Corporate Reputation. A higher education also means that the population's consumers will be more aware of their purchases and consumption patterns. As a result, they will focus on positive consumption which will give Tata Consultancy Services Protecting a Corporate Reputation an advantage because of its unique competitive positioning and placement. A higher awareness level also means that consumers will prefer quality, and will be knowledgeable of what the product promises and delivers. This comparison will form basis of repeat purchase. Again, Tata Consultancy Services Protecting a Corporate Reputation will be at an advantage because of their focus on quality.

❖ TECHNOLOGICAL :

- Dynamically changing pursuit of technology and innovation like AI, Cloud computing etc

Artificial intelligence (AI), cloud computing and the internet of things (IoT) devices are electrifying the changes in the industry. Industrial-grade AI is set for launch. However, one of the greatest challenge the corporations is to decide where to use in the working of the firm. There are numerous possibilities but the budget of businesses is not. This is where TCS explores the business opportunities and provides them consultation on the identification of best areas where the new technology can be used.

- Technological infrastructure

The country has a strong infrastructure with regards to technology. There is a high rate of technological development and advancement.

Increasingly, businesses like Tata Consultancy Services Protecting a Corporate Reputation are incorporating technological up-gradations and innovation to increase business efficiency and affectivity There is high rate of innovation across all industries, which makes companies including Tata Consultancy Services Protecting a Corporate Reputation competitive as well as progressive The improved technological infrastructure also helps in attracting foreign direct investment, which in turn leads to further development and advancement The improved technological infrastructure also helps in attracting foreign direct investment, which in turn leads to further development and advancement As a result, Tata Consultancy Services Protecting a Corporate Reputation has a distinctive competitive advantage in terms of technological advancements, and the business continues to make use of, as well as participate in innovation processes to enhance the business cycles and operations

- Internet penetration

The country, and all consumer markets enjoy a high rate of internet penetration. The high penetration of internet is used for personal and social lives along with professional responsibilities. Most of the population own a smart phone for internet accessibility, and have access to computers and laptops as well. The higher penetration of internet reflects a progressive and educated population, which is beneficial for Tata Consultancy Services Protecting a Corporate Reputation. Tata Consultancy Services Protecting a Corporate Reputation has also made use of the high internet penetration to reach consumers, and for marketing and promotional strategies to be able to directly interact with consumers and gather feedback. As a result, the higher internet penetration has helped Tata Consultancy Services Protecting a Corporate Reputation in improving its quality and delivery, as well as allowed it to engage in strategic communications and marketing processes.

- Use of social media

There is a higher portion in the population of the youth, as well as middle ages persons. These population segments widely make use of social media for connectivity. Increasingly, social media is also being used by businesses like Tata Consultancy Services Protecting a Corporate Reputation for gathering consumer data and information. Tata Consultancy Services Protecting a Corporate Reputation also interacts with, gathers feedback, and communicates promotions to customers through official social media channels. Business like Tata Consultancy Services Protecting a Corporate Reputation have also started using social media for purposes of recruitment, which highlights the changing trends in the business community with respect to social media.

❖ LEGAL

- Previous history of data stealth and workers held responsible for copying data

In the past, TCS was made accountable for stealing intellectual property. Computer Science Corporation filed a case where Tata Consultancy Services was held liable for deceptive access to insurance platform information.

According to CSC, the company violated authority when accessing the files. The firm also alleged that some TCS workers had copied and pasted a portion of the insurance source code from the CSC.

- Health and safety law

There are strict regulations pertaining to the health and safety of employees at the workplace. Respected associations and institutions regularly check with businesses about implementation of safety nets, drill, and precautionary measures at the workplace. The safety and health involves not only physical wellbeing, but also the emotional and mental wellbeing of employees.

- Employment laws

Country wide regulations demand businesses to form legal contracts pertaining to employment. These contracts are authorized by the respected governmental bodies, and involve all aspects of employment. Employment contracts ensure a healthy relation between all parties involved, and also ensures that there is no misunderstanding or collusion. Tata Consultancy Services Protecting a Corporate Reputation practices employment laws, and briefs its employees about the same during the recruitment process.

The HR department of Tata Consultancy Services Protecting a Corporate Reputation also regularly conducts workshops and training sessions for employees to engage them, and make them aware of the employment laws,

along with other legal formalities.

❖ ENVIRONMENTAL

- The introduction of financial inclusion network

Tata Consultancy Services sincerely believes that providing the poorest states with adequate access to financial services will serve as a direct bridge from poverty. For bringing about a banking revolution, TCS has introduced a financial inclusion network that plays a significant role.

The aim is to create a complete ecosystem where people involved are connected through the ecosystem so that banking services can be provided effortlessly in all but the most remote areas.

As part of the same venture, Tata Consultancy Services (TCS) was able to launch more than 300 million+ bank accounts. The solution is backed by 100,000 bank correspondents who are equipped with handheld devices to promote multiple sorts of services, such as deposits, withdrawals, micro-loans, collections, and remittances, etc.

- Recycling

There is an increased focus on environmental sustainability and recycling. Consumers are becoming more aware, and demanding ways for recycling products to be disposed off. Consumers are also increasingly demanding recycled products for consumption. Tata Consultancy Services Protecting a Corporate Reputation has launched specific sites for disposing off products to be recycled. Tata Consultancy Services Protecting a Corporate Reputation, like many other players, is also introducing a novice product line of recycled products for consumers to benefit from.

- Green consumption

The increased awareness of environmental sustainability has also given way to an increase in the green lifestyle. Consumers in the country, and across all markets, are increasingly preferring products and services that are green produced and marketed using environmentally friendly and sustainable ways and methods. Companies are also hopping on the bandwagon and introducing green products to appeal to the consumers. Tata Consultancy Services Protecting a Corporate Reputation engages regularly in environmental friendly CSR activities.

Tata Consultancy Services Protecting a Corporate Reputation has also introduced a green product line – which is a variation of its existing products. The company plans on increasing weightage for the green product line gradually to increase its role in environmental sustainability.

Tata Consultancy Services Protecting a Corporate Reputation also contracts with suppliers and distributors in its integrated back chain, who are following strong principles with regards to environmental sustainability.

1.2.3 CRITICAL ISSUES

The SWOT and PESTEL analyses of TCS help us to identify some of the critical issues that the company might be facing and of course, some distinctive issues must be mentioned in this report. TCS has the most Diversified geographical scope in the industry and while maintaining a diverse portfolio helped India's largest exporter of software sail smoothly through the demand slowdown about four years ago, the same diverse portfolio is now causing problems.

1.3 BUSINESS PROCESS OF TATA CONSULTANCY – PRODUCT

Business Process Management grew by 4.5% over the prior year driven by a greater focus on robotic process automation as customers automate repetitive tasks and focus on strategic work. Business Process Services refers to the delivery of BPS over a cloud computing model.

Whereas traditional BPS relies on labour arbitrage to reduce costs, B PaaS aggregates demand using the cloud, servicing multiple customers with a single instance, multitenant platform and shared services, thereby delivering significant operating efficiencies.

The pricing model is usually outcome based. Business process services Of TCS include Designing, enabling, and executing business operations including data management, analytics, interactions and experience management."

1.3.1 PRODUCTS AND PLATFORMS ARE OFFERED BY TCS

TCS Ba NCS

☒ 23 new wins (7 for TCS Ba NCS Cloud) and 24 go-lives in FY 2020

☒ Highlights: -

Banking: Serves - 25% of the world population.

Capital Markets: Records 10 million trades per day (peak), represents \$40 trillion worth of AUC across 100 countries.

Insurance: Administers over 20 million life, annuity and pension policies; 135 million property and casualty policies.

TCS iON

- Digital Glass room: Virtual learning platform, made available to educational institutions across the country shut down by lockdown, free of cost. 2,000 institutions resumed their teaching sessions in a span of one week since launch".

- "Assessment: 200 million+ candidates assessed till date; 2.4 million candidates assessed in largest single shift in FY 2020.
- Learning: 3 million+ learners on the platform, 47,000 courses available, 18,000 communities.
- Process Management: 500+ SMB clients, 1 million+ user.

IGINO

- World leading cognitive automation software for enterprise IT and business operations.
- 54 new wins and 34 go-lives in FY 2020.
- 12 VARs and distributors and 13 tech and cloud partners in FY 2020.
- Manages over 1.5 million technology resources autonomously.

TCS ADD

- Comprehensive suite for digital transformation of drug development and clinical trials.
- 9 new wins in FY 2020.
- 6 new offerings enabled by AI and predictive analytics launched in Site Feasibility,
- Safety Leveraging Decision Fabric, Clinical Analytics and Insights Platform,
- Regulatory Insights, Metadata Registry, Digital Documents.

TCS HOBS

- Plug and play SaaS based business platform to digitally transform business, network
- and revenue management domains of subscription based businesses.
- Serving 27+ clients, across Communications, Utilities, Manufacturing and Personal
- Care; Serving 21 million+ subscribers, handling 125,000+ devices and processing 1
- billion+ events.
- 5 new wins and 4 go-lives in FY 2020.

TCS Twin X

- AI powered system of actionable intelligence – powered by an enterprise digital
- twin (customer, product, process) to help business leaders simulate and optimise
- enterprise decisions, predict and proactively manage outcomes."
- 2 new wins and go-lives in FY 2020.

TCS OPTUMERA

- AI and ML powered merchandise optimization platform that enables retailers to unlock exponential value by optimizing their space, mix and price in an integrated manner.
- 4 new wins and 1 go-live in FY 2020.

TCS OMNISTORES

- Unified store suite which leverages AI to help deliver personalized, interconnected
- journeys across various touch points for frictionless customer experience and
- predictive operations .
- 4 new wins and 2 go-lives in FY 2020.
- Mastercraft
- Digital platform to optimally automate and manage IT processes.
- FY 2020 Highlights: 29 new wins, 1 billion+ records cleansed, 110 billion records
- masked, 500+ million lines of code (mloc) analysis, 25+ mloc generated.
- Successfully delivered 60+ modernization projects so far.

JILE

- SaaS-based, scalable Agile DevOps platform to accelerate software development and
- delivery and integrate DevOps tools.
- 8 new wins and go-lives in FY 2020.

1.3.2 SERVICES ARE OFFERED BY TCS

IT Services–

- Custom Application Development
- Application Management
- Migration & Re-engineering

- System Integration
- Testing
- Performance Engineering

Infrastructure Services–

- Infrastructure Readiness Assessment
- IT Service Desk
- Data Center Management
- End User Computing Services
- Database Services
- Application Management Services
- Command Center Services
- Managed Security Services
- Enterprise Solutions
- Supply Chain Management
- Master Data Management
- Customer Relationship Management
- RFID
- Call Management
- Oracle
- SAP

Consulting

- Business Consulting
- IT Consulting

- Business Solutions

Business Process Outsourcing

- Customer Interaction Management (CIM)
- Finance and Accounting
- Human Resources Outsourcing
- Knowledge Process Outsourcing
- Supply Chain Management
- Reconciliations
- Benefits Administration"
- "Payroll
- Industry-specific Offering

Business Intelligence & Performance Management–

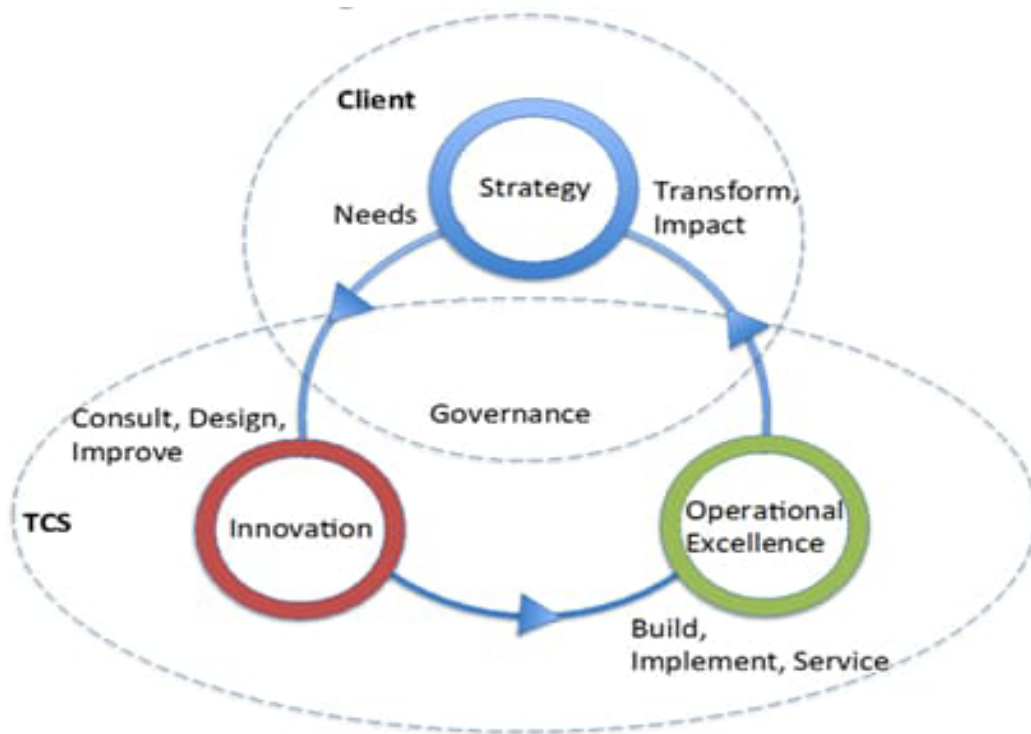
- Business Intelligence
- Business Process Management
- Enterprise Data Management
- Integration Services
- Knowledge Management / Enterprise Content Management

Engineering & Industrial Services–

- New Product Development Solutions
- Product Lifecycle Management
- Plant Solutions & Services
- Geospatial Technology Solutions
- Industry-specific Offerings"

CUSTOMERS OF THE COMPANY

LEVEL OF OPERATION



ARC's Depiction of TCS' Solution Lifecycle Management Model

1.4 CUSTOMERS OF THE COMPANY- LEVEL OF OPERATION

"TCS had a very productive year, engaging with customers in their innovation, growth and transformation initiatives, expanding and deepening their relationships, deploying very impactful solutions, and winning some of their largest deals till date.

As a strategic partner to their Customers across 10 industries, they help them deliver their business goals and drive technology led transformations.

Their clients across the world have achieved significant business results using there world-class solutions and have recognized them for their efforts: they have been ranked number one for customer satisfaction in Europe's largest survey of service provider performance. Conducted across 13 countries in Europe by White lane Research.

This is the third consecutive year that they have topped the customer satisfaction ranking for the IT services industry, with TCS also being rated number one across all nine individual key performance indicators (KPIs)" "The new operating model that they call it Secure Borderless Workspaces™ (SBWS™). Using SBWS, we have been able to continue supporting their customers not only in their mission critical operations but also their transformational projects, just as before, without and slippages.

TCS customers are comfortable with this model and want them to take more work that others are not able to handle. This has given them the confidence to come out with a bold new Vision 25x25. They believe that by 2025, only 25% of TCS associates will need to work out of their facilities at any point of time; and every associate will be able to realize there potential without spending more than 25% of their time in a TCS office.

They have receivedover 500 emails from customers in recent weeks, appreciating how seamlessly TCS managed the transition to SBWS, and expressing gratitude for how their teams went above and beyond to help keep their mission critical systems and their business operations running under very difficult circumstances."

MAINLY THEIR CUSTOMERS ARE:-

ABN AMRO	Clearing Mashreq
ABN AMRO	Microsoft Corporation
Aegon Life	Ministry of External Affairs, India
American Greetings	Mother Dairy
Anglian Water	Multi-national BFS company
Arysta Life	NV Bekaert SA
Asda	National Employment Savings Trust
Astra Zeneca	Neotel Telecom
Australia (VHA)	New York Road Runners
BG Group	PT Asuransi Allianz Life Indonesia"
"Bajaj Finance Limited	Panasonic Corporation
Bajaj Housing Finance Limited (BHFL)	Posten Norge
British Telecom	Professional Services Major
British Telecommunication (BT)	Proximus
Canon Europe Limited	Proximus PLC
Cargotec	QIAGEN
Cell C (Pty) Ltd	Qantas
Citibank UK	Refinitiv (Formerly Thomson Reuters)
Clariant	Royal Haskoning DHV
DNB Norway	Scandinavian Airlines (SAS)
Delphi-TVS Technologies	Scottish Water
Department of Excise	State Bank of India (SBI)
Department of Health , Family Welfare	TDC Group"
Directorate of Income Tax, Gol	TMILL
Electricity Distribution Company Ltd	Tata Advanced Systems
Flowserve Corporation	Tata AutoComp Systems
GE Power	Tata Communications Limited (TCL)
GE Power Services	Tata Consultancy Services
GHCL Limited	Tata Metaliks Ltd.
Global Media House	Tata Sons
Globe Telecom	Tata Sons
Hawaiian Airlines	Tata Steel Europe

IFFCO	Telecommunications Service Provider
KLM Royal Dutch Airlines	Trent Hypermarket
Large European Bank	Tryg Forsikring Denmark
Leading Financial Services Company	Uganda Revenue Authority
Lexmark International Inc.	Vedanta
London Hydro	Versa Cold
MDES	Vodafone Hutchison
Malaysia Airlines	Voltas
Marks & Spencer PLC	Wolters Kluwer
Zain KSA	Zee Entertainment Enterprises Ltd."

1.5 COMPETTIORS OF TCS

"Tata Consultancy Services Ltd. operates as an information technology services, digital and business solutions company.

Regarded as one of the top 35 companies in the world by Forbes, TCS has a market capitalization of 777,756.78 cr and operates through main 6 segments which are:

- ☒ Banking
- ☒ Financial Services & Insurance
- ☒ Manufacturing
- ☒ Retail and Consumer Packaged Goods
- ☒ Telecom, Media and Entertainment
- ☒ Others

TCS tops the list with a market capitalization of followed 777,756.78 crore by 3 major IT giants in India Infosys, HCL technologies, Wipro, and global competitor IBM with" 300352.29crore, 152,507.98 crore, 120382.48 crore , 8.321 lakh cr. market capitalization respectively.

HCL

An Indian multinational technology company, headquartered in Noida, Uttar Pradesh, India. Originally a research and development division of HCL, the company has offices in 44 countries including the likes of the US, France, UK etc.HCL being a home-grown competitor of TCS, operates in sectors like

- ☒ Aerospace and defence
- ☒ Automotive
- ☒ Banking
- ☒ Capital markets
- ☒ Chemical and process industries

- ☒ Mining and natural resources
- ☒ Oil and gas
- ☒ Retail and telecom
- ☒ Life sciences
- ☒ Media and entertainment
- ☒ Logistics and hospitality etc.

INFOSYS

Another major competitor of TCS which was given it a run for its money on different fronts is Infosys Limited (formerly Infosys Technologies Limited). The company is best known for providing best in class business consulting, information technology and outsourcing services. Infosys is the second-largest Indian IT company by 2017 revenues and 596th largest public company in the world based on revenue Infosys offers services to companies operating in sectors like finance, insurance, manufacturing and other domains."

IBM

A main competitor of TCS is International Business Machines Corporation (IBM). IBM is an American multinational information technology company that produces and sells computer hardware, middleware and software.

Some of the main services that IBM provides includes

- ☒ Cloud computing
- ☒ Cognitive computing
- ☒ Commerce
- ☒ Data and Analytics
- ☒ IOT
- ☒ Mobile and Security"

1.6 STRATEGY OF COMPANY

1.6.1 BUSINESS STRATEGY

In 2017, TCS unveiled its Business 4.0 thought leadership framework² to guide customers in their growth and transformation journeys. Their defining behaviours of successful enterprises in the Business 4.0 era are: drive mass personalization, leverage the ecosystem, embrace risk and create exponential value. They accomplish this by harnessing the abundance of resources – compute power, storage, talent, market reach– created by the convergence of intelligence, agility, automation and cloud.

This framework has resonated very well with customers. A study commissioned by TCS in FY 2019 showed that over 90% of the surveyed enterprises have adopted at least one of the their behaviours, and that leaders – who have adopted all their behaviours – are expecting their strategies to drive over 10% growth over the next three years.

They have augmented their thought leadership in this area, with their unique Location Independent Agile model and the forward-thinking Machine First™ Delivery Model.

TCS' Location Independent Agile model allows large transformational programs to be delivered by globally distributed teams working collaboratively in an agile mode, resulting in significant speed to market benefit to the customer.

To help customers optimize their operations, TCS has been advocating the Machine First approach that embeds analytics, automation and AI deep within the enterprise to reimagine entire slices of operations at a time to make them lighter, smarter and more agile, while delivering a superior customer experience.

1.6.2 PRICING STRATEGIES OF TCS

Below is the pricing strategy in Tata Consultancy Services (TCS) pricing strategy: Tata Consultancy Services has a diverse offering and hence a variable pricing policy. Through its different pricing models and policies, TCS promises clients - process improvement, cost reduction, revenue enhancement and timely deliverables. TCS follows success based pricing model in some of its total outsourcing contracts and differential pricing model for its ion services, wherein the prices differ as per different clients. With the help of this, TCS is targeting small towns and all types of customer bases.

Since ion is a combination of hardware, software and network, along with the services provided by TCS, there is no addition price to be paid for this technology." Hence, the pricing strategy in the marketing mix of TCS is basically based on the client requirements, projects and the scale of operation.

1.6.3 MANAGEMENT STRATEGIES OF TCS

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos. The Company has a strong legacy of fair, transparent and ethical governance practices.

The Company has adopted a Code of Conduct for its employees including the Managing Director and the Executive Directors.

In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors which suitably incorporates the duties of independent directors as laid down in the Companies Act, 2013 ("the Act").

The Company's corporate governance philosophy has been further strengthened through the Tata Business Excellence Model, the TCS Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices ("Insider Trading Code").

The Company has in place an Information Security Policy that ensures proper utilization of IT resources. The Company is in compliance with the requirements

stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (l) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable, with regard to corporate governance.

1.7 EXPORT/IMPORT

Earnings per share for the period FY 2018 to FY 2022 (SOURCE: Annual report)



1.7.1

EXPORT OF TCS

"Tata consultancy services is a premier company that exports and import goods from countries including United Kingdom, Singapore, and host of other countries."

"Tata consultancy services has maintained its position as the largest software exporter from India selling software worth Rs 5503 crore (Rs 55.03 billion) in the International market in 2003-04 according to latest NASSCOM rankings .TCS on the list of top 20 software and services exporters (excluding IT es-BPO services). Export revenue constituted 93.3 percent of the total unconsolidated revenue in FY 2022 (92.2 percent in FY 2021).

1.7.2 IMPORT OF TCS

The Company continues to adopt and use the latest technologies to improve the productivity and quality of its services and products. The Company's operations do not require significant import of technology.

Export revenue constituted 93.4 percent of the total unconsolidated revenue in FY 2023 (92.2 percent in FY 2022).

Foreign exchange earnings and outgo	FY 2023	FY 2024
Foreign exchange earnings	155240	183,412
CIF value of imports	216	144
expenditure in foreign currency	63689	75,786

Source from annual report of TCS 2022-23

CHAPTER.2 RESEARCH AND METHODOLOGY



2.1 INTRODUCTION

Challenge

The advent of cloud technologies has transformed the business ecosystem of modern-day enterprises. Given the 24/7 availability of this data storage platform, it has become the preferred choice for companies to process digital workloads, especially in the wake of COVID-19. However, the complex nature of cloud platforms often leaves enterprises confused and undecided about the factors they should consider and give maximum importance to before embarking on their cloud journey. Many enterprises still have doubts about the cloud solution selection strategy, and are unsure about which cloud provider will best meet their needs and accelerate their business growth.

TCS Solution

To help the enterprises that are facing this situation, TCS has developed a Cloud 10 Methodology with built-in assessment framework that analyzes the top 10 enterprise guiding principles for the selection of the best cloud platform. The service ensures that the platform selected matches the business needs, application portfolio, and strategies of the enterprise.

The key steps under TCS Cloud 10 Methodology are:

- Assessing preferences of the enterprise and categorizing application as per their importance to business continuity
- Collating the data drawn from the assessment against all the cloud service providers under consideration
- Breaking down each data bucket and capturing input on a scale of one to 10 against each cloud platform
- Weighing the input value by different weightage assigned to each parameter by the enterprise
- Summing up the value of each principle category under three major sub-evaluation criteria – technology maturity, cloud execution, and enterprise strategy
- Analysing the cumulative score of each cluster to finalize the best possible cloud platform for the enterprise

Benefits

The TCS Cloud 10 Methodology takes input on 10 most important aspects of cloud adoption based on the requirements of an enterprise. Some benefits that enterprises can reap with this built-in assessment framework are:

Select the best cloud option that adheres to the organization strategy and readines Meet industry compliance in terms of data security, privacy, and other industry-specific statutory regulation Map journey to cloud and influence the subsequent application migration assessment Improve customer centricity and reduce go-to-market time Foster innovation and open new revenue channels Reduce decision making time by 60%

TCS Advantage

TCS leveraged the vast contextual knowledge, expertise of working with leading enterprise across industries, and world-class cloud partners to design the TCS Cloud 10 Methodology. So, by joining hands with TCS, enterprises stand to gain from:

1. End-to-end/hybrid cloud enablement across leading cloud platforms such as AWS, Azure, and Google
2. World-class expertise that helps engage, strategize, identify, and execute the perfect cloud solution
3. A connected ecosystem that is future-ready and an interoperable platform with a strong foundation

An agile and flexible system that performs a focused analysis using TCS Location Independent Agile to select the best cloud platform

2.2 MARKET DEMAND AND SUPPLY – CONTRIBUTION TO GDP –REVENUE GENERATION

2.2.1 MARKET DEMAND

The demand for IT products and services from India will continue to increase as companies making up the Indian IT/software industry become more advanced and increasingly standardize their processes, which is inevitable with the increase in the number of GICs in India, the demand for technical employees in the country is expected to increase by approximately 12% by 2024. In 2024, many job opportunities related to cyber security, analytics, applied machine learning, programming, coding, AI, mobile app development, augmented reality apps design, and more will emerge in India. Mobile app development and augmented reality apps design, in particular, will provide fresh graduates in India with many job opportunities.

Now, as companies are maturing in their technology usage, there are demands across all four IT pillars defined by CompTIA's IT framework.

Software development is the area where most companies expect to place focus in the upcoming year, but there is also strong demand for cyber security, data, and infrastructure.

2.2.2. SUPPLY OF IT INDUSTRY

The Indian Software development industry has in the last two decades of its growth focused primarily on the supply of software services to foreign countries as of now there is widening gap between demand and supply side arising from the IT sector, with the growing demand of services the IT industry in India is not fully able to supply the products or services that is demanded. This is due to certain supply side challenges like lack of talent availability, outbreak of pandemic diseases, etc.

2.2.3 CONTRIBUTION TO GDP

The IT industry is a vital part of India's economy, and in the fiscal year of 2016/2017, it generated about 8 percent of India's GDP alone – a slight decrease from previous years, when it made up about 10 percent of the country's economy.

Nevertheless, the IT industry is growing, as is evident by its quickly increasing revenue and employment figures.

IT includes software development, consulting, software management, and online services, and business process management (BPM).

As the industry in the south Asian continued to flourish, end-user spending on the market also increased, albeit slowly. IT end-user spending in the country stood at around 67 billion U.S. dollars in 2013 but has decreased considerably and is estimated to reach a value of around 17 billion U.S. dollars in 2020. About a third of this 2019 was estimated to be in the devices market, with telecommunications services accounting for another third.

Some of the biggest IT service providers in India include IBM and HP, as well as Indian-based companies, Wipro and Tata Consultancy Services (TCS). Overall, in 2017, the industry provided direct employment to almost four million people and indirect employment to more than ten million.

2.2.4 REVENUE GENERATION"

"The total revenue generated by the IT and BPM industry in India was over 175 billion U.S. dollars in 2019. In the year 2014, a revenue of around 118 billion dollars was generated by the IT industry, which was revitalized by the massive wave of outsourcing from foreign companies. The Domestic Market The IT-BPM sector contributed a share of about eight percent to India's GDP in fiscal year 2018.

Exports from the sector also increased gradually over the years. The south Asian country also had a revenue of four billion dollars through the ITeS and BPO segment in 2018. At the same time, the sector had an export value which was almost thrice more than the export of software products and engineering services.

2.3 LEVEL AND TYPE OF COMPETITION – FIRMS OPERATING

2.3.1 LEVEL AND TYPE OF COMPETITION

The level of competition in Indian IT-ITeS industry during 2004-05 to 2014-15. For this purpose, firm-level data is collected from Centre for Monitoring Indian Economy (CMIE) PROWESS database.. The findings reveal the presence of considerably higher level of concentration (or low competition) in both the IT and ITeS segments of the industry during the study period. Moreover, found to be 0.19 and 0.22, respectively in IT and ITeS markets, which indicate that the IT-ITeS industry was monopolistically competitive during the study period. In policy front, the study suggests to improve the competition level by devising policies to promote the entry of new firms in the industry. Government should formulate policy in the direction to encourage small and medium firms of this industry to expand their business in the future. Furthermore, keeping in view of the inherent heterogeneity of this industry, segment-specific policy may be planned for further improvement of competition level instead of devising a common policy for the entire industry.

A small number of firms (such as Tata Consultancy Services (TCS), Wipro, Infosys Hindustan Computers Limited (HCL), etc.) has been dominating the industry since long, albeit the entry of new firms over the years. In this regard, policy should be formulated to help the medium and small firms so that these firms could also be able to grow in the future, thereby improving the level of competition over time. Keeping in view of the "intrinsic heterogeneity of the industry, segment-specific policy should be devised for enhancing competition in this industry in the future.

2.3.2 FIRMS OPERATING IN THE COMPANY

Following are the top IT companies in India which are playing a major role in operating the IT industry and growth of the economy.

☒ Tata Consultancy Services Ltd (TCS)

Tata Consultancy Services Ltd (TCS) is an Indian multinational information technology(IT) service and consulting company. It is one of the top 10 IT companies in India.

The company is headquartered in Mumbai, Maharashtra, India. It is a subsidiary of Tata Group and operates in 149 locations across 46 countries.

It is offering IT, Business Consulting and Outsourcing Services Worldwide. It is an Indian MNC company which is a subsidiary of Tata Group. The company was established in the year 1968.

☒ HCL Technologies Ltd

HCL Technologies Ltd was founded in the year 1976 by Shiv Nadar, and it is headquartered in Noida, India. It is an Indian Multinational IT service company. The company's segments include software services, infrastructure management services, and business process outsourcing services.

HCL Technologies Ltd is offering a wide range of services including enterprise transformation, engineering, remote infrastructure management, business process outsourcing, etc.

It is among the top 10 IT companies in India. The company is a subsidiary of HCL Enterprise. It has offices in 44 countries including the United States, France and Germany, and the United Kingdom.

☒ Infosys Ltd

Infosys Ltd was founded in the year 1981 by N.R. Narayana Murthy.

The Indian MNC company is offering Information Technology,

Outsourcing Services, and Business Consulting. It is among the top 10 IT companies in India. It is headquartered in Bangalore, Karnataka. The company also provides application development and management, independent validation, product engineering and management, infrastructure management, enterprise application management, and support and integration services.

☒ Larsen & Toubro InfoTech Ltd (LTI)

The company was established in the year 1997. It is headquartered in Mumbai, Maharashtra. It is offering digital & automation solutions, IT Service Management, and IT Consulting. Its offices are located in top Indian cities as well as North America, Europe, Middle East, South America, Africa, Middle East, Asia Pacific, etc. The company is among the top 10 IT companies in India.

☒ Mind Tree Ltd

Mind Tree Ltd was founded in the year 1999 by Subroto Bagchi, Ashok Soota, Namakkal Parthasarathy, Krishna Kumar Natarajan. Mindtree Ltd is an Indian multinational information technology and outsourcing company headquartered in Bengaluru, India and New Jersey, USA. It is one of the top 10 IT companies in India.

The company deals in mobile applications, e-commerce, digital transformation, cloud computing, data analytics, EAI and ERP.

It is offering a wide range of products In-Store Analytics, Intelligent Video Surveillance, Connected Building, Employee Training & Micro-Learning and Field Engineer Inspection. Mind Tree provides services Digital, Operation, and IT Consulting.

☒ Mphasis Ltd

Mphasis Ltd was founded in the year 2000 by Jerry Rao, Jeroen Tas. It is headquartered in Bangalore, India. The company is offering a wide

range of services including IT, Business Consulting and Outsourcing Services. The company provides architecture guidance, application development and integration, infrastructure technology and applications outsourcing services, and application management services. Mphasis is one of the top 10 software companies in India.

☒ Oracle Financial Services Software Ltd

Oracle Financial Services Software Ltd was founded in the year 1990. It is a subsidiary of Oracle Corporation. It is headquartered in Mumbai, India. The company provides a wide range of services including business consulting, outsourcing services and IT services. It provides IT Solutions to the Banking Industry. The company's offerings cover retail, private wealth management, corporate and investment banking, funds, "trade, treasury, cash management, asset management, payments, lending, and business analytics. Oracle is one of the top 10 IT companies in India.

☒ Wipro Ltd

Wipro Ltd was founded in the year 1945 in Amalner, Maharashtra. It is headquartered in Bangalore, Karnataka. Wipro Ltd is among the top 10 IT companies in India. The company operates through two segments: IT Services and IT Products. The Company's IT Services business provides a range of IT and IT-enabled services. The IT Products segment provides a range of third-party IT products, which allows it to offer IT system integration services.

☒ Tech Mahindra Ltd

Tech Mahindra Ltd was founded in the year 1986, and it is headquartered in Pune, India. Tech Mahindra Ltd is an Indian Multinational provider of IT networking technology solutions and business process outsourcing to the telecommunication Industry. The company is one of the top 10 IT companies in India. It is offering a wide range of solutions.

☒ Next-Gen Solutions

☒ Cloud

☒ ADMS Java & Open Source

☒ Consulting

☒ Customer Experience

☒ Enterprise Architecture

☒ Enterprises of Future etc.

2.4 PRICING STRATEGIES

Software pricing strategy plays a significant role in augmenting software market sales. It can be interpreted as an important tool in the marketing toolbox which a company needs to consider before launching a product in the market.

The managerial group in the software industry has conventionally improved their pricing strategies based on cost related criteria. Cost-based pricing strategies concentrate on the product value to the customer. Furthermore, they are also focusing on the short-term value to the "vendor. On the other hand value based pricing is based on the customer's understanding of the value of the product. Value based pricing strategies pays attention on innovating long term value for the customer. Aim of pricing strategy is to set a price that the customer sees in the product while meeting profits on investment goals. This paper presents a comprehensive view about the conventional cost-based approaches to software pricing; these ideas to software pricing are short-term and place the seller's interests over the interests of the buyer.

☒ Cost Based Software Pricing

Cost-based software pricing is one of the most popular methods which rely on the information provided by the cost-accounting system. This authentic data is generated to produce operating results, budgets, and financial statements. Marketing and product managers are trained to price the software to yield a desired return on fully allocated costs. There is no product approval in a business development plan for a novel market without considering an lucrative return on investment (ROI). This profitably calculations ignores the voice of the customer and serves as a layout plan for average market results. Cost-based pricing strategies can tap the power of the market sellers to force a higher price on to the seller.

☒ Cost Based concept of Value

The conventional software pricing model addresses customer value which is often calculated as profit. Profit is figured out by deducting the software's development cost from its price (i.e., the total value to the customer). In totality, the value to the customer is defined in terms of particular needs fulfilment, good will, ease of use, opportunity costs, the business value of information, or other unmeasured factors.

☒ Earner Value Concept

Earned value is a related cost-based concept that is used for trailing software's adherence to the original project budget. Earned value pays attention on explaining the cost variances between the amounts allocated for the work and the equivalent dollar volume of work completed during specified time duration. The cost variances are noticeable to specific project tasks, which can then be evaluated for corrective action. "These cost-based ideas to measure value form the basis of the main software engineering economics models.

☒ Issues of Cost based software pricing

Pricing disputes is the most quarrelsome issues that arise between software vendors and their customers. Pricing resistance originates from high software prices and perceptions that the vendor puts its own interest ahead of those of the customers. A lack of trust can result from oppressive, cost-based pricing. As a result of the relatively big investment in software research and development when compared to other product costs, software vendors have high fixed cost (i.e., software development) and relatively low variable costs (i.e., excluding service and support). The situation outcomes make software product managers to put heavy emphasis on the aims of cost recovery and rapid return on investment through the pricing mechanism. This pressure leads to pricing strategies that are not clearly custom valued oriented.

☒ Flat Price

Users pay a fixed price for limitless usage of software product. This idea enables customers to more easily know in advance for what they will pay for the software usage. fixed price is usually restricted to a specific user or machine. Many software offerings to the consumer are priced in this manner. Some level of online support is typically built for a limited time frame. The main disadvantage to this method is the lack of flexibility in customizing a price for individual customer based on customers required values. Some customers will have to pay more than they would like and may be intended to seek better deals . A fixed-price strategy can be segmented to clasp discounts for large purchasers, government, and members of preferred buying organizations.

☒ Tiered Pricing

Tiered-pricing tries to package software benefits according to user necessities and their willingness to pay. This idea to pricing is an effort to link software product costs to detected customer value. IBM is one among the number one software marketer to make usage of tiered-pricing idea that is based on the class of processors for its mainframe computers.

☒ "User based Pricing

This is another cost-based pricing method that has the tendency to benefit the vendor more than the user by maximizing license fee revenues. The charge is based on the user's count that utilizes a collection of software features over a given time frame. It tries to assign costs to a specific number of users or workstations. It is a simple model to work as compared with tiered-pricing based ideas.

☒ Value Based Pricing

Software vendors often deal pricing from the requirements to cover costs and attain profit objectives-often to the loss of their customer relationships. The circular logic of the cost-based idea where costs sets price and price impacts sales volume throws into confusion the pricing process. The answer to value-based pricing favourable outcome is the recognition that the price the customer is willing to pay depends on the customer's value requirements, not the vendor's. Buyers make decision about benefits and price and select those products that maximize their perceived value. The objective of value-based pricing is to provide more advantageous pricing by gaining control over value. That price should, in turn, decide the level of product development cost that the customer is willing to occur. Infosys Technologies has developed a new method of pricing software maintenance projects to make its revenues more effort-based and less manpower dependent. The company will start offering clients 'ticket-based pricing' as opposed to fixed price and time and material-based pricing for software maintenance projects. But if a client has opted for a fixed price model, then even after the application becomes more stable and the number of requests decreases, the same price has to be paid. Ticket-based pricing will give them the flexibility to change that and reduce the total cost of ownership. Wipro offers two core pricing models for implementation:

Pricing Model 1 – capacity-based this model is based on the minimum capacity required by the client and additional costs to cover the additional capacity required to fulfil the occasional peaks in demand.

Pricing Model 2 – element-based/object-based Wipro has also established an element- based or component-based pricing mechanism to deliver services from the factory.

For example, if the factory has been set up to deliver SAP reports,

interfaces, customizations, enhancements, and forms, Wipro can provide the price for delivering each of the components. Wipro also offers outcome-based pricing and sees that a clear direction is to move to a business-linked pricing model. Some examples are fixed plus outcome-based.

2.5 PROSPECTS AND CHALLENGES IN TCS COMPANY

The IT industry in India employed around 4 million people in 2017, up 170k from the previous year. Much of the employment is concentrated at the large firms. For example, Tata Consultancy Services (TCS) employs over 275k people, and Infosys employs 156k.

According to the National Association of Software and Services Companies (NASSCOM), the IT sector in India only grew by 5% in 2018. Furthermore, hiring rates have decreased by around 40% in the last three years.

This slowdown is being felt by even the leading IT companies, who are starting to lay off employees. For instance, Wipro has dropped 600 employees, Cognizant has cut at least 6,000 jobs, Tata Teleservices fired 500-600 employees, and Aircel handed pink slips to more than 700 employees.

2.5.1 PROSPECTS

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India.

Export revenue of the industry is expected to grow 7-9 per cent year-on-year to US\$ 135-137 billion in FY19. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50-55 billion out of the total revenue.

The global sourcing market in India is continuing to grow at a faster pace. The global IT services industry is currently going through a transition phase from traditional to digital transformations like cloud computing, analytics, artificial intelligence and IoT. India is the leading sourcing destination across the world, with about 55 per cent market share of the \$200 billion global services sourcing business in 2017-18.

AT FUTURE

☒ Digital transformation is a huge opportunity

These business transformations are creating a huge opportunity for IT services companies.

Nasscom projects the size of digital transformation businesses at around \$470 billion by 2023. The markets are likely to grow at a CAGR of 18.5 per cent over next five years. The industry's exports increased to \$126 billion in FY18 while domestic revenues rose to \$41 billion. Indian IT sector's core competencies and strengths have attracted significant investment from major countries.

☒ Higher investment to help build robust infrastructure

Leading Indian IT firms like Infosys , Wipro , TCS and Tech Mahindra are diversifying offerings and showcasing leading ideas in cloud computing and artificial intelligence to

clients using innovation hubs and research & development centres in order to create differentiated offerings.

☒ By 2022, India's digital economy have the potential to reach US\$ 4 trillion, as the Indian Government estimate it US\$ 1 trillion.

☒ By 2025, Indian IT and BPM industry is expected to grow to US\$ 350 billion and BPM is expected for US\$ 50-55 billion out of the total revenue.

☒ By 2026, E-commerce market in India is set to grow US\$ 200 billion gross merchandise values by 30% annually

☒ Also, the government has set up a Rs 5,000 crore fund for realising the potential of these champion service sectors. As a part of Union Budget 2018-19, Niti Aayog is going to set up a national-level programme that will enable

efforts in artificial intelligence and will help leverage AI technology for development works in the country.

2.5.2 CHALLENGES

☒ H1-B Visas

The H1-B visa is a program that allows companies based in the US to temporarily employ highly skilled professions from other countries.

This year, the Trump administration changed the policy of issuing H1-B visas. Unfortunately, the new" procedure makes it difficult for companies to prove that the H1-B worker comes with specific and non-speculative qualifying assignments in a certain occupation.

According to the USCIS (US Citizenship and Immigration Services), nearly 75% of H1-B visa holders are Indian citizens.

The new H1-B policy is negatively impacting the IT industry in India and people looking to find jobs in the US. There are several small and medium enterprises in India that rely on the US market and H1-B visa.

Also, the new policy states that the minimum salary of an H1-B visa holder should be a minimum of \$130,000. Given this high salary, understandably, a lot of companies in the US now opt to hire Americans.

☒ Economic Slowdown

The IT Industry in India draws most of its clients from Western countries like the US, the UK, Spain, and Canada. In the last few years, these Western countries have faced slowing economic growth, which has hurt the growth of the IT industry in India.

- Data protection and privacy rules

The new data protection and privacy rules enforced by other countries are preventing Indian companies to serve in those countries. For example, the European Union's GDPR (General Data Protection Regulation) law that

became effective in May 2018.

GDPR is applicable to all the companies that operate in the EU or have their customers in the region – any company that deals with the personal data of European customers need to comply with GDPR rules. Since not all the IT companies in India can comply with GDPR and other data protection rules, many had to stop serving EU customers.

As mentioned above, most of the clients of the Indian IT industry are from Western countries, and many clients are choosing development options closer to home. GDPR is preventing some India tech companies from working with European clients"

- Domestic Challenges

Today, traditional business models have become outdated. It is the era of digital transformation, where companies around the world are embracing modern technologies like cloud computing, artificial intelligence (AI), the Internet of Things (IoT), and block chain. These technologies help them reduce costs, accelerate time to market, save time and increase employee productivity. However, Indian organizations are slow in adopting these technologies. They are still stuck with the traditional models.

This is because of the lack of skilled employees, conventional infrastructure, as well as restrictive regulations. In India, more than 400,000 students graduate every year. Yet, only 20% of them get employment.

This is because the universities and colleges are focused on providing degrees rather than enhancing student skills. This has created a gap between the supply and demand.

- Negative reputation around the world

India's IT giant, TCS was slammed by a penalty of \$420 million by the US court in April 2016. The US-based company Epic Systems had accused TCS of stealing trade secrets, confidential information and data that belonged Epic. Infosys paid a penalty of \$1 million for violating the visa and

immigration rules in the US. The company was accused of employing foreign workers in New York without paying taxes and wages.

TCS and Infosys are the pillars of the IT industry in India. Such incidents negatively impact the image of the Indian IT industry in the global market."

2.6 KEY DRIVERS

2.6.1 IT Sector to Be Driven By the Strong Demand and Indian Expertise

- Global BPM spending estimated to rise and reach to US\$ 233 billion by 2020.
- Tax holidays for STPI and SEZs.
- More liberal system for raising capital, seed money and ease of doing business.
- In the Interim Budget 2019-20, the Government of India announced plans to launch a national programme on AI* and setting up of a National AI* portal.
- Government of India has identified Information Technology as one of the 12 champion service sectors for which an action plan is being developed. Also, the government has set up a Rs 5,000 crore (US\$ 745.82 million) fund for realising the potential of these champion service sectors
- Nass com has launched an online platform which is aimed at up-skilling over 2 million technology professionals and skilling another 2 million potential employees and students.
- Strong mix of young and experienced professionals.
- IT service giant DXC Technology has decided to set up its first global analytics unit in Bengaluru to leverage the skill set that India offers.
- Increasing adoption of technology and telecom by consumers and focused government initiatives leading to increased ICT adoption.

2.6.2 Export to Remain Robust as Global IT Company Maintains Growth"

- Export revenue from the industry has grown at a CAGR of 12.25 percent to US \$ 126 billion in FY18 from US\$ 50 billion in FY10.

- Total export revenue of the industry is expected to grow 7-9 per cent year-on-year to US\$ 135-137 billion in FY19.

2.6.3 Digital Exports to Be a Major Growth Driver

- Global digital spend is expected to increase from US\$ 180billion in 2017 to US\$ 310 billion by 2020.
- India's IT industry is increasingly focusing on digital opportunities as digital is poised to be a major segment in the next few years. It is also currently the fastest growing segment, growing over 30 per cent annually.
- Export revenue from digital segment already forms about 20 per cent of the industry's total export revenue. The figure was estimated at US\$ 22-25 billion in FY18.
- Revenue from digital segment is expected to comprise 38 per cent of the forecasted US\$ 350 billion industry revenue by 2025. India has become the digital capabilities hub of the world:
- More than 8,100 firms offer digital solutions.
- Digitally skilled talent pool of 450,000-500,000.
- 75 per cent of global digital talent in India.

2.6.4 Indian Talent Pool Ready To Take IT Sector To Next Level

- Availability of skilled E workforce has been a major reason behind India's emergence as a global outsourcing hub.
- The number of engineering graduates has increased from 651,000 in 2013 to an estimated 779,000 in 2017 and is further expected to grow to 802,000 by 2020. Indian IT industry is expected to add around 250,000 new jobs in 2019" Employment in the sector reached 3.97 million in 2017-18. An addition of

around 105,000 was witnessed in FY18. Online hiring activity in IT software sector increased 28 per cent year-on-year.

- India BPO promotion scheme was approved under Digital India programme. It aims to create employment opportunities for the youth and promote investments in the IT & ITES industry. Under the scheme employment has already been created for more than 10,000 individuals.

India's top 10 Information technology companies added about 114,390 engineers to its workforce in 2018 against 22,156 in 2017.

2.6.5 SEZs to Drive IT Sector; Tiers II Cities Emerge As New Centres

- IT-SEZs have been initiated with an aim to create zones that lead to infrastructure development, exports and employment.

As of January 22, 2019, there were 231 exporting SEZs across the country.

Over 50 cities already have basic infrastructure and human resource to support the global sourcing and business services industry. Some cities are expected to emerge as regional hubs supporting domestic companies.

- Software Technology Parks of India (STPI) has set up 57 centres across the country which provide single window clearance and infrastructure facilities. Under STP scheme, STP units can avail Excise Duty exemptions on procurement of indigenously manufactured goods

Chapter 3 literature review



Literature Review

3.1 Review of the company

Tata Consultancy Services (TCS) is a piece of the TATA bunch, India's biggest aggregate with different business interests. TCS right now offers IT administrations, counselling, business measure rethinking (BPO), designing administrations, and IT framework administrations. Around 8,000 representatives of their worldwide labour force are from 65 unique ethnicities including Romania, Brazil, China, Chile, Australia, Mexico, and Hungary. TCS has recognized the accompanying significant help contributions for accomplishing its development yearnings: IT Solutions and Services: TCS offers application advancement and support administrations over the whole IT application lifecycle, including movement and reengineering, web-based business and internet providers, testing administrations, engineering and innovation counselling, frameworks joining, just as bundled programming execution across different industry and innovation areas. Resource-based IT Services: TCS uses its exclusive programming resources to conveying answers for customers in explicit businesses and has authorized a few programming-protected innovation rights. TCS additionally creates and showcases an assortment of items across different businesses. It has developed products such as the Hospital Management System, NCS, and FIG for the banking and financial services sector, Cempac for the concrete industry, and programming development tools such as Assent, and Data Clean, for the authorizing. Industrial and Design Services: TCS provides a variety of designing, embedded computing, and R&D services to a variety of customers, assisting new item development and item lifecycle executives with services in the areas of item planning, recreation, designing drafting, PC assisted creating plan and assembly, values are specified the board and customization of designing

programming. IT Infrastructure Services: The Company offers benefits that incorporate total reevaluating of IT organizations, counselling and joining, equipment backing and establishment, and foundation of the board. Business Process Outsourcing: TCS offers an assortment of exchange-based IT-empowered administrations. These incorporate inbound call places, administrative center help, designing administrations, and data set administrations. TCS's concentration in this space is to give value-based services 24x7 to customer needs from different topographies; accordingly, guaranteeing business congruity and fiasco recuperation. Worldwide Consulting Services: One of the main organizations to set up a free counselling division, TCS today incorporates counselling as a coordinated piece of any task to its clients in various industry fragments. Worker complaints are logged through a concentrated complaint redressal framework. Branch Grievance Coordinators and the Corporate Grievance Process Lead perform week by week and month to month audits to guarantee quality complaint goals by the Human Resources Team inside the predefined time span. Morals Counsellors at provincial and corporate levels additionally assume a vital part in taking care of the delicate complaints. TCS's most prominent resource is its labour force. During FY 2006-07, the Company has made a significant expansion to HR. The Company had a gross expansion of 32,462 (earlier year 27,377) workers and a net expansion of 22,750 (earlier year 21,140) representatives essentially through enlistment and consolidations and acquisitions in FY 2006-07. The all out number of representatives in the Company as of March 31, 2007, was 85,582 (62,832 as workers. Despite the fact that 59% (43,890 individuals) of the net normal headcount during the year have been selected over the most recent two years, the normal work insight of 48% of the labour force is over 3 years, showing the achievement the Company has in drawing in and holding ability. Our representatives are not unionized with the exception of 72 staff individuals who involve under 0.1% of our absolute labour force. As of March 31, 2007, ladies established 26% (earlier year 24%) of the labour force. The Company utilized individuals from 67 (earlier year 53) distinct identities in its labour force. Non-Indian nationals accumulated 9.6% (earlier year 6.5 %) of the all-out labour force as of March 31, 2007. Being an equivalent chances business, TCS doesn't segregate among people.

In each worker classification, independent of status, the essential compensation is something very similar for the two sexual orientations. The whittling down pace of 11.3% (earlier year 9.9%) in FY 2006/07 is one of the least in the business. The second level investigation of the weakening rate in the course of the most recent year shows that the IT whittling down rate was 10.6% and the BPO steady loss rate was 20.2%. This low whittling down rate has been accomplished by ceaselessly putting resources into learning and advancement programs for representatives, serious pay, establishing a convincing workplace, engaging workers at all levels just as an organized prize and acknowledgment component. TATA Consultancy Services Limited (TCS) is a leader auxiliary of one of India's biggest and most established combination organizations, the Tata Group, which has interests in regions like energy, media communications, monetary administrations, producing, synthetics, designing, materials, government, and medical care. Examination of business factors in Tata Consultancy Services Limited. • TCS's business aspects are examined: The central point that is considered while arranging the human asset arranging are: - Schedule of accessible assets - Skills of accessible assets A portion of the minor components: - Personality clashes among the workers - Attendance History of the workers - Team player - Readiness to chip away at the given undertaking Extra main considerations: - Production determining - Financial conditions may make the organization lay-off or cut back or increment their labour force.

CHAPTER-4 DATA ANALYSIS AND INTERPRETATION



4.1 FINANCIAL PERFORMANCE

4.1.1 RATIO ANALYSIS

1. PROFITABILITY

This type of ratio analysis suggests the Returns that are generated from the Business with the Capital Invested.

TABLE 4.1 OPERATING PROFIT MARGIN RATIO

YEAR	Operating Margin	Change	Price	Price Change
2017	25.68	-2.98 %	1215.90	-3.51 %
2018	24.74	-3.67 %	1424.57	17.16 %
2019	25.43	2.83 %	2001.65	40.51 %
2020	23.99	-5.67 %	1826.10	-8.77 %
2021	25.49	6.23 %	3177.85	74.02 %
2022	24.86	-2.46 %	3739.95	17.69 %
2023	24.06	-3.23 %	3205.90	-14.28 %

4.1 CHART OF OPERATING PROFIT MARGIN OF TCS COMPANY



4.1.2 INTERPRITATION

The Debt ratio is a solvency ratio which will help us in understanding the percentage of company's assets which are made out of liabilities. Higher debt ratio is considered risky. This means that the shareholder's equity is low and there is probably high solvency risk. Rapidly expanding companies, companies with strong signs of financial distress and company facing declining revenues and poor long-term prospects of growth, will have high debt ratio. Low debt ratio is sign of financial health and indicates that company has to deal with very less liabilities. From the table and figure we shall understand that, in TCS, the ratio has declined from 0.271932086 in the year 2011 to 0.333827882 in 2020. This means that TCS has very less liabilities to deal with and is financially strong, with less solvency issues.

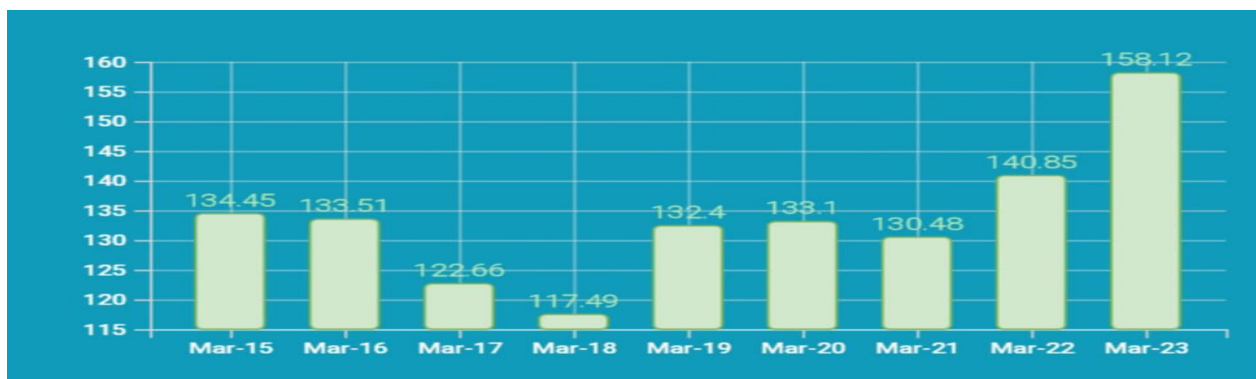
III. Turnover Ratio:

These ratios signify how efficiently the assets and liabilities of the company are been used to generate revenue.

TABLE 1.2 ASSEST TOURNOVER

YEAR	ASSEST TOURNOVER	Change	Price	Price Change
2017	122.66	-8.13 %	1215.90	-3.51 %
2018	117.49	-4.21 %	1424.57	17.16 %
2019	132.40	12.69 %	2001.65	40.51 %
2020	133.10	0.524 %	1826.10	-8.77 %
2021	130.48	-1.97 %	3177.85	74.02 %
2022	140.85	7.95 %	3739.95	17.69 %
2023	158.12	12.26	3205.90	-14.28 %

CHART 4.1.2 ASSET TOUNOVER



4.2 COMPANY POSITION

In an appraisal carried out by Brand Finance, a global leader in the valuation of the market, Tata Consultancy Services, a global leader in the area of services ,consultancy and business solutions is recognized as the world's fastest emerging IT services industry (Tata Consultancy Services, 2018).TCS currently has a gross market value of US\$ 10.391 billion for 2018, an improvement of 14.4 percent from last year's figure of US\$ 9.081 billion and rise of US\$ 1.29 billion, according to Market Finance IT Services15 Annual Report for 2018(Economic Times, 2018).The new valuation is the highest exponential development of all companies in the industry, putting TCS in conjunction with IBM and Accenture in the topmost successful brands in the world of IT services (Tata Consultancy Services, 2019).TCS works internationally, with large asset pools, including 146 nationalities, including more than 446,475 members (including subsidiaries), in 46 countries as at 31-Dec-2019. With36.2% of female employees, we are one of the largest female employers (Tata consultancy services, 2020).Brand finance claims that TCS is now the first brand of Indian IT services in Japan to be a hit and is a pioneer in offering excellent customer support across its projects, using artificial intelligence and robotics (Economic Times,2018).

CHEPTER. 5 CONCLUSION



TCS is an organization with its vision and continuously working to achieve it. They are giving their services across the globe. Due to their trust and reliability and effective service the word courier has been replaced by TCS. They are building the good relations with customer.

I don't see it challenging other online shops for market share but it definitely has potential to grow and it wouldn't be surprising to see it evolve into more of a gift shop backed by authentic products and on time delivery in future even if its performance as a pure e-marketplace isn't stellar.

Just to conclude here, we know from people close to TCS that they are working on payment processing gateway as well. This is in addition to mobile banking solution that TCS is working on. Hence payments through their own branchless banking will be an option too, just in few months.

Recommendation

Our Advisory Group advises that you should invest in TCS. At this decision, we analysis deserves part of the business and realized that you could make a good investment. Starting with the company culture, TCS is a company with an employee orientation that offers the best job opportunities and learning in a classroom. TCS has a training and growth cell that helps workers to strengthen and enhance their contact and other capacities in academic, managerial or behavioural matters (yes, employees are

considered staff). The company offers its staff a strong combination of talent and expertise. Tata Consulting Services is a leading company of tailored products and facilities. By good financial reports, it won the brand name. For the last five fiscal years, the fundamentals of TCS have been fine. Investors should invest in equities across the continually rising fundamentals. In the last two years, the average worth of TCS has increased dramatically. It was Rs.65.013 in 2016, and in the previous fiscal year, it was up to Rs.78.022. Investors are encouraged to invest in stocks by profit per share. The EPS, recently announced during the third quarter of 2017-2018, was up by a good margin compared to the last two or three years. Investors are drawn by many incentives to purchase TCS inventories. For example, TCS was chosen to bring core programs across many business lines by a large European bank. A major Australian bank has also opted to provide mobile software across various business lines. We recommend that investors planning to spend on short-term and long-term inventory should consider keeping the TCS inventory to produce respectable returns.

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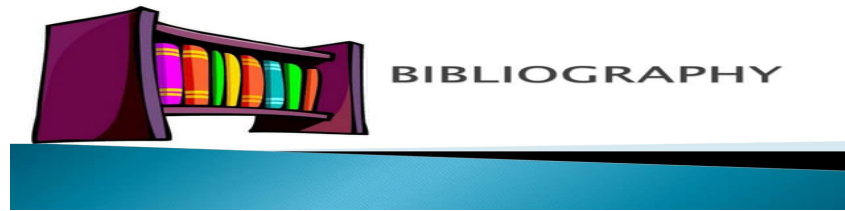
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CHAPTER NO. 7 BIBILOGRAPHY



- A bibliography is an orderly list of resources on a particular subject
- A bibliography provides the full reference information for all the sources which you may have consulted in preparing a particular project
- The purpose of a bibliography is to allow the reader to trace the sources used

1. [http://www.tutorialspoint.com/management concepts/decision making process.htm](http://www.tutorialspoint.com/management%20concepts/decision%20making%20process.htm)

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6 www.boundless.com

CHAPTER.7 APPENDIX



The word appendix comes from the Latin "appendere," meaning "hang upon." An appendix is a collection of supplementary materials, usually appearing at the end of a report, academic paper, proposal (such as a bid or a grant), or book. It typically includes data and supporting documents the writer has used to develop the written work.

APPENDIX (A)

INCOME STATEMENT ANALYSIS OF TCS COMPANY

- Operating income during the year rose 17.6% on a year-on-year (YoY) basis.
- The company's operating profit increased by 11.4% YoY during the fiscal. Operating profit margins witnessed a fall and stood at 26.2% in FY23 as against 27.7% in FY22.
- Depreciation charges increased by 9.1% and finance costs decreased by 0.6% YoY, respectively.
- Other income declined by 10.4% YoY.
- Net profit for the year grew by 10.0% YoY.
- Net profit margins during the year declined from 20.1% in FY22 to 18.8% in FY23

TCS INCOME STATEMENT 2023-24

No. of month year ending	year 2023	Year 2024	% change
Net sales	1,917,540	2,254,580	17.6%
Other income	40,270	36,100	-10.4%
Total Revenue	1,957,810	2,290,680	17.0%
Gross profit	530,480	590,980	11.4%
Depreciation	46,040	50,220	9.1%
Interest	7,840	7,790	-0.6%
Profit before Tax	516,870	569,070	10.1%
Tax	132,380	146,040	10.3%
Profit after tax	384,490	423,030	10.0%
Gross profit margin %	27.7	26.2	-
Effective tax rate %	25.6	25.7	-
Net profit Margin %	20.1	18.8	-

APPENDIX (B)

TCS Balance Sheet Analysis

- The company's current liabilities during FY23 stood at Rs 436 billion as compared to Rs 424 billion in FY22, thereby witnessing an increase of 2.8%.
- Current assets rose 2% and stood at Rs 1,103 billion, while fixed assets rose 2% and stood at Rs 301 billion in FY23
- Overall, the total assets and liabilities for FY23 stood at Rs 1,403 billion as against Rs 1,378 billion during FY22, thereby witnessing a growth 2%

TCS BALANCESHEET 2023-24

No. of month year ending	year 2023	Year 2024	% change
Net worth	891,390	904,240	1.4
Current Liabilities	423,510	435,580	2.8
Long-term Debt	0	0	0.0
Total Liabilities	1,378,06	1,403,440	1.8
Current assets	1,083,100	1,102,700	1.8
Fixed Asset	294,960	300,740	2.0
Total Assets	1,378,060	1,403,440	1.8