

# Circle of Life



Circle of Life - A MindTree Publication | Issue 13



[ KNOWLEDGE  
IS POWER ]

MindTree Minds empower themselves  
by collaborating and sharing their learnings.  
This edition is dedicated to the power of Knowledge Management.



# Connecting

Dear MindTree Parents,

It has been a while since I last wrote to you and I am honored to once again have that privilege. The business world has been turned upside down and all the comforts of normal business planning and operations are temporarily gone. But, we feel it is in times like these that great companies find opportunities and align themselves for growth. So it is in this manner I am writing to you.

While our CLASS Values and DNA of Imagination, Action and Joy remain the core of the company, we have launched new Mission and Vision statements. Our original Mission and Vision statements guided us for a decade. They were beacons for us. But we collectively felt it was time to renew them to help propel us into the next decade... and the future.

Our new Mission statement is as follows:

**Our Mission**  
Successful Customers  
Happy People  
Innovative Solutions

As you can see, the new Mission statement is focused around the two great pillars of MindTree - our customers and our people. It is a simple statement and sometimes the greatest messages can be found in simple, basic proclamations. With “successful” customers and “happy” people, we will foster an environment of innovation - which is the promised land of any great services company.

Our new Vision statement is as follows:

### **Our five-year Vision (FY 2014)**

- ▶ We will achieve US \$1 billion in sales
- ▶ We will be among the Global Top 20 in the IT Services business in profitability, as measured by PAT (Profit After Tax) to Sales and RoCE (Return on Capital Employed)
- ▶ We will be among Top 20 most admired companies globally in the IT Services business, known for our customer satisfaction, people practices, knowledge management and corporate governance
- ▶ We will touch and improve the lives of the differently-abled, through leadership in Assistive Technologies

The first declaration of achieving \$1 billion in sales will most likely jump out at you. It is a bold statement, but we have the desire, energy, and strategy to achieve this.

In order to reach this milestone, we realize we must evolve as a company. This evolution will involve geographic growth, selective mergers and acquisitions, creation of new offerings, and even forming new businesses. As an example of entering new businesses, we have officially launched the Knowledge Services business.

The electrifying area of Knowledge Services will enable us to provide high-value-add services beyond the technology space. The initial objective of the Knowledge Services business is to help companies turn data into information through the utilization of outsourced Data Modeling and Analytics.

Data Modeling and Analytics can enable companies to find new business opportunities, learn more about their customers, improve their marketing effectiveness, find operational improvements, and uncover ways to avoid risk. Unlocking the power of data will give companies a competitive advantage in their markets and MindTree will be right there helping to make it happen.

This is an exciting, high-growth space and MindTree will be a leader in Knowledge Services. We will launch more offerings beyond Data Modeling and Analytics as we grow the business. So stay tuned for future updates.

As you can tell, we are in the early days of launching the next version of MindTree. The first version brought us to 8,000 MindTree Minds around the world and approximately \$300 million in Sales. This was MindTree 1.0.

MindTree 2.0 will take us to \$1 billion in Sales and into new markets, new businesses, and new opportunities. It will be a challenging and fun ride and we are already on our way to making it a successful journey.

Enjoy the ride!

**Scott Staples**

President and CEO - Knowledge Services, MindTree



## Knowledge Management @ MindTree

By Raj Datta and Subash Thyagarajan

If you ask us what is the single biggest asset that MindTree has, we would tell you it's the knowledge each of the MindTree Minds possesses today and acquires tomorrow. Our collective knowledge, and what we do with it, defines us. And, at MindTree, we realize this every single moment of our existence.

With nearly 8,000 MindTree Minds contributing diverse levels of knowledge to serve our customers and put the company on the growth path, it becomes important to manage the knowledge we have in the organization. Especially in a complex, knowledge-intensive industry such as IT Services, the manner in which knowledge in the organization is managed can set a company apart from its peers.

MindTree today has achieved global recognition in the way it manages knowledge. MindTree's Knowledge Management (KM) function, set up six years ago, is responsible for creating the necessary physical and intellectual environment that enables efficient management of knowledge in the organization. It enables collaborative thinking, learning and communication to effectively harness the collective potential of our Minds. Our programs allow MindTree Minds to live by Mahatma Gandhi's belief - "Live as if you were to die tomorrow." Learn as if you were to live forever.

In this article, we will tell you about four unique initiatives of MindTree's KM function that have helped MindTree Minds stand apart from the others in the industry.

**Community Spirit:** Henry Ford, the American industrialist and the pioneer of assembly line production, once said, "Coming together is a beginning. Keeping together is progress. Working together is success." In MindTree, we have built a culture which enables our people to come together and form communities that help them learn and share knowledge. MindTree Minds get together in communities to debate and discuss important issues, solve problems and create new ideas in the technologies and practices with which they are concerned. This allows them to become knowledgeable and demonstrate the power of their knowledge to others. This is also the means by which MindTree Minds create their friendships and social network outside their day-to-day project work.

We have more than 50 such vibrant communities in MindTree today covering topics ranging from emerging technologies to soft skills to women's role in the workplace. We believe that such communities help MindTree Minds reach their potential faster.

**Osmosis:** Our DNA of Imagination, Action and Joy is the core of our organization. Our minds are constantly up for new challenges to achieve greater heights in life, and Osmosis is a yearly event which fuels our DNA. In Osmosis, we embrace and celebrate technology by showcasing our achievements and innovations, and get focused on the future. This four-month festivity gives more opportunities for people to meet each other, have rich conversations, and start collaborating on innovative ideas.

This festivity is filled with contests whereby any MindTree Mind can demonstrate their thought leadership and ideas, either in the form of papers or TechWorks (reusable software). The best papers, design patterns and TechWorks are awarded and some are chosen for entry into internationally recognized conferences. There are also weekly quizzes and Knowledge Safaris that take place regularly in this period. Knowledge Safaris are conducted by MindTree Minds to demonstrate the past, present and future of an area or theme they are interested in. The themes range from mobile applications to automotive technology to ERP (Enterprise Resource Planning) systems. Each

safari uses a wide range of mechanisms to create the captivating experience - such as interactive demos, video clips, quizzes, surveys, educational games, props, storyboarding, etc.

All these activities culminate in an 'unconference' where the agenda for that day is determined by MindTree Minds and anyone can become a speaker or facilitator for any topic. It is a day filled with intellectual discussions as well as a picnic-like atmosphere with a live band playing and a photography exhibition. The MindTree's CTO participates actively in this whole festivity and the senior management of MindTree gives their time and support to all these activities. We believe that creative minds are best nurtured through all kinds of sensory means and by making knowledge fun.



The award-winning Knowledge Management team with Ashok Soota



**Creative Minds:** In a world where the only certainty is uncertainty, successful organizations are those that constantly innovate and work creatively. As Charles Darwin, the father of evolution theory, said, "It is not the strongest of the species that survive nor the most intelligent but the one most responsive to change." In MindTree, creativity and innovation are essential for a MindTree Mind to embrace in order to participate in the company's journey into the future. We have several programs that unleash the creative energy in each MindTree Mind. We use proven tools and techniques designed by some of the best minds in the world. We have a system called Neuron that allows for every MindTree Mind to submit an idea that they feel is unique and can help improve business. Some of the best ideas are considered for patenting, too, and one out of four gets chosen for implementation. This helps make MindTree an innovative organization through the collective thinking of everyone in the company. In fact, our ability to generate new ideas and implement them in our projects has made most of our customers choose us as their preferred partner. The race to perfection has no finish line but we are constantly accelerating and leading to outperform ourselves.



**Enabling Technologies:** Apart from Neuron, we have many other KM systems in place to help MindTree Minds collaborate and learn more effectively. ProjectSpace, our project team collaboration tool, allows people to work more effectively with their team members regardless of which part of the world they are in. ConnectedMinds allows people to interact with other members of communities to which they belong, and also to search for an expert they want to consult, or post a question or discussion item online, or simply blog on a matter close to their heart. OpenMind allows anyone to collaborate on building innovative software (called TechWorks) so that other MindTree Minds can benefit and become more productive by reusing what has been created by other Minds. Anyone can get involved in an existing TechWork and contribute to its creation, or simply download and reuse what is existing.

Through such types of means and solutions, we have nurtured one of the world's most admired Knowledge Management functions. For the last two years, we have been ranked Number One in India in the MAKE (Most Admired Knowledge Enterprise) award. In Asia, our ranking is eighth and globally it is 23rd, across all industries. Within the IT industry, across software, hardware and services companies, we are ranked eighth in the world. We have also received the NASSCOM Innovation Award, acknowledging the innovative way in which we are building our Knowledge Ecosystem. All MindTree Minds have contributed towards achieving this significant position. Our corporate KM function is responsible for overseeing all these aspects, and has further plans on making MindTree an even more innovative organization. ■

*(Raj Datta is Chief Knowledge Officer and Subash is Associate Manager - KM)*



## Story

### MindTree Patents Filed Till Date

- Method, Apparatus and Articles Incorporating A Step Size Control Technique for Echo Signal Cancellation by TNVRK Prabhu (**this patent was recently granted**)
- A High Speed FFT hardware architecture for an OFDM Processor by Debashis Goswami and Gagandeep Singh
- Method and System for handling data by file-system offloading by Giridhar L V
- Power Management Based on Dynamic Frequency Scaling in Computing Systems by Padmanabha S
- Outband Broadband Connectivity by Priya Bhatt
- Method For Discovering IEEE 802.11 Access Points By a Central Controller by Murali Krishna P
- Selecting Channels In Centrally-Managed Wireless Networks Based On Receive Signal Strength Indicator (RSSI) And Received Transmit Errors by Sashidhara S G
- Procedure for Headset and Device Authentication by Anindya Bakshi and Dr Raghunath G
- Method and apparatus for multi terminal support using Bluetooth based audio gateway by Dr Raghunath G, Subhankar Saha and Santosh Shivadatta
- Method and apparatus for bit interleaving and de interleaving in wireless communication systems by Debashis Goswami and Geethanjali R
- Method and system for generating an analytical report including a contextual knowledge panel by Sriharsha Imrapur, Derick Jose and Vinod Sarma
- Portable Wearable Input Apparatus by Jude Francis Pereira

# Cover Story

## Mind Speak

“Ideas are the basis of innovation. No idea is a bad idea; the only difference lies in how effectively you convert it into the end product. This is what my experience has been during my tenure in MindTree. MindTree provides a platform to its young minds like me, to take on leadership and drive work in our own way. Being a fresher, it was a great experience working on one of the core business modules of a project and in a very short span of my career I got opportunities varying from requirement analysis, designing some of the core modules all the way through complete implementation and presentation to our client.”

- Aditya Ramesh Shah, Programmer Analyst

“Community is a platform for self rediscovery and knowledge redistribution. MindTree's KM laid it right!”

- Ahamed M I N Iqbal, Programmer Analyst

### Neuron

“At MindTree, we are impatient to wait for innovations to happen and Neuron helps us organize our idea potential. A regular Neuron visitor would have observed that the portal itself has evolved drastically by the overwhelming ideas from Minds.

Neuron's strength lies in it being collaborative. We just don't stop with our idea, we start linking it to another piece - derive from one, comment on another...

And, the ideas don't just sit there; they are attended to very well. Some of my ideas shaped into MindTree processes. My friends have contributed to patentable ideas. It is nice to have evaluators and mentors comment on various viewpoints, in turn refining our thoughts.”

### Communities

“To me, MindTree Communities embody the spirit of volunteerism.

I am a co-champion of the Roots & Fruits Community - a non-technical community that has touched most of the nerds at MindTree. The KM team has constantly encouraged ideas from the champions and has been equally active in taking it to the community members.

Personally, the Roots & Fruits Community has given me a platform to experiment the abstract things in my mind - the Bodhi series, for example, had a simple theme of engaging MindTree leaders with the fellow Minds, leveraging their expertise, identifying their thinking patterns and interrogating some myths. The series was realized with the efforts of so many that at times it looked like it just happened by itself.

Perhaps it goes well to say that Communities at MindTree are a lot more than just the sum of Minds!”

- Amirtha K Raman, Senior Engineer

“Osmosis is a refreshing break from our busy day-to-day project schedule. It is a perfect blend of learning and fun. It provides an opportunity for people working in different verticals to interact with each other, and explore new ideas born out of amalgamation of knowledge from different sources. MindTree is a pioneer in popularizing unconferences in a corporate environment and I feel lucky to be a part of organizing it along with knowledge community leaders.”

- Ujjwal Singh Grover, Programmer Analyst

### Osmosis

“Osmosis is an event which is purely 'of the people, by the people and for the people', and this is what makes it even more exciting! Osmosis brings with it unconference sessions, knowledge safaris, community quizzes and what not. The fact that all of these are managed and attended by MindTree Minds - regardless of seniority, job role or experience - makes this 'festival' a distinctive event in the entire industry! I am just two years into the industry and getting an opportunity to organize events like Automotive Safari Stall and Photography competition for the whole of MindTree was really special for me and which I will never forget for a lifetime. Adding to that, being a photography enthusiast, I got to organize a Photography competition, and I don't think I could have asked for more!”

### Neuron

“I would call Neuron an out-of-the-box initiative by the KM team. Through this platform, MindTree Minds can post any idea that crosses their minds. The important thing to note here is that these ideas are not just left in the open for other Minds to discuss and forget later. They are constantly monitored by the KM team as well as the senior management of MindTree. With such groundbreaking initiatives from the KM team, it doesn't surprise me that MindTree is the winner of both the Asian and Indian MAKE (Most Admired Knowledge Enterprise) awards.”

- Srivatsa R Kondapalli, Senior Engineer



## Kraft Foods Inc

James L Kraft began a wholesale, door-to-door cheese business in Chicago, Illinois, US in 1903. Eleven years later, the company opened its first plant and began manufacturing its own cheese. Today, with revenues of \$37 billion, Kraft Foods Inc is one of the world's largest food and beverage companies.

Kraft markets many of the world's leading food brands and their products are present in more than 99 percent of US households. Millions of times a day, in more than 150 countries, consumers reach for their favorite Kraft brands.

Kraft has nine brands with revenues exceeding \$1 billion each (Kraft, Oscar Mayer, Philadelphia, Maxwell House, Nabisco, Oreo, Jacobs, Milka and LU) and more than 50 additional brands with revenues greater than \$100 million. More than 40 Kraft brands are more than 100 years old!

MindTree's relationship with Kraft started in 2003 when it was asked to evaluate a few of Kraft's consumer-facing websites and provide recommendations for improvement and support. Ever since, MindTree has delivered on many engagements, primarily in the web space. Some of them are:

- Gevalia.com: Gevalia is a premium coffee brand offering over 40 coffees, teas and accessories that are sold in the US via direct marketing only. Approximately, 45 percent of all Gevalia orders are placed on this e-commerce website.
- Tassimodirect.com: Tassimo is a proprietary beverage system that prepares single servings of coffee, tea, latte, cappuccino and hot chocolate using beverage discs called Tassimo T DISCS. Tassimo is sold in specialty retail shops and on this e-commerce website in the US.
- Kraft Recipe Library: A web-based application used for the development, collaboration, and management of recipes that are used in Kraft's consumer-facing websites, emails and publications such as magazines.
- Architecture upgrades and implementations allowing the Kraft B2C (Business to Consumer) websites to take advantage of the MOSS technology for search and content management as well as the latest Microsoft Commerce Server capabilities.

"Kraft has been an angel customer since 2003. The Kraft team has treated us like an extended family, and the MindTree team has thoroughly enjoyed being a part of their online strategy ever since."

Ashutosh Shukla,  
MindTree Vice President and Head of Sales for IT Services, US

Eddin Alvarado, Associate Director of Business to Consumer Systems (B2C) at Kraft Foods, has this to say about MindTree: "One of Kraft's IS strategies is to enable business growth and transformational change via key B2C initiatives. The MindTree team has been instrumental in helping Kraft deliver on key projects on time and on budget. Most recently, we challenged the offshore team to complete critical technology upgrades to enable the use of MOSS, latest versions of Commerce Server and SQL Server technology for our North American B2C sites. The new technology platform was delivered by the MindTree onshore and offshore teams in record time, allowing Kraft to initiate the next phase of the project. The success of this pivotal project would not have been realized without MindTree's partnership and commitment."

Fred Bruno, Principal Analyst of B2C Systems at Kraft Foods, says, "MindTree was Kraft B2C's first engagement in offshore development and support. The coffee business was very pleased with MindTree's ability to successfully assume responsibility for revenue-generating e-commerce systems. The migration team accomplished their objectives under difficult circumstances, further supporting the business decision to step into the offshore arena." ■



Some of the team members from MindTree

# MindTree Foundation

## A World of Hope

Raja Shanmugam

When we were young, along with taking care of our formal education, our parents also taught us a few simple things.

Always say the truth. Obey the law. Respect elders. Help our brothers and sisters. Share our sweets and toys with friends. Say “please” and “thank you”. Choose our friends wisely and carefully. Give away our used clothes and books. Join the NSS. Join NCC. Do your duty, leave the rest to the Almighty. Do not mock the weak. Do not steal. Help the old lady cross the road.

They drilled these into us. Daily. Even when we faltered and tripped up, they picked us up and put us back on the right path. Never lost faith in us.

Their faith, support, insistence on discipline and their guidance are the reasons we are what we are today. We will never forget that.

At MindTree, we apply the same principles while running the company. We call it the Corporate Social Responsibility (CSR). This is not just philanthropy or charity. It is also about Corporate Governance. It is about being a good corporate citizen.

We have been practising these from our first days. These were the principles that attracted many of us to join this great company. They keep us together in difficult times, because they remind us of our higher purpose. They help us go to sleep in peace.

Over the past nine years, we have supported many organizations like the Spastics Society of Karnataka (SSK), Missionaries of Charity-Home for the Destitute, Shishu Bhavan, Somanahalli School, etc, with our time and money.

We have contributed to relief efforts of various calamities - 9/11, earthquakes, Katrina, Tsunami, floods in Bihar, etc. Many of you would have also read about the Dream to Reality program in an earlier issue of *Circle of Life*.



We will continue to do more of this. We will find ways to get more Minds involved in these activities. We will also evaluate ways to get our extended MindTree family involved.

However, we also have to find ways to use our core strengths and capabilities to make a difference. At our core, we are technologists. Technology is what we are good at. Hardware. Software. Utilities. User Experience. Embedded Systems. Communications. These capabilities, when driven through our leadership and our network of partners, can be a powerful force.

So, when our Chairman, Ashok Soota, announced the Foundation on our ninth anniversary, he outlined its purpose of supporting primary education and differently-abled persons, including the use of assistive technologies.

MindTree Foundation's charter therefore is “to support primary education and the cause for differently-abled people by leveraging MindTree's leadership, values and resources.”



Through this Foundation's work, in the next five years we want to:

- a) Be an acknowledged global leader in assistive technologies
- b) Build sustained social sector engagements in four different parts of the world
- c) Pioneer at least three innovative engagement models in the social sector

Let me tell you a bit about 'assistive technologies' now.

There are hundreds of millions of people with disabilities in the world. The problems could range from visual, hearing, mobility, speech and learning disabilities, just to name a few.



Assistive Technologies (AT) include assistive, adaptive, and rehabilitative devices for people with disabilities. These promote greater independence by enabling them to perform tasks that they formerly found difficult to accomplish. The technologies could range from basic paper-based cue cards to high-tech multipurpose computers.

We have just started our journey. The first steps are already exciting!

For example, a team led by Jude Pereira has designed a simple but revolutionary technology that increases the speed with which a person with severe cerebral palsy can interact with computers. We found the concept unique and have even filed a patent for this.

There are a number of working prototypes of such devices developed in India by places like IITs. These are also cost-effective compared to imported products. However, due to lack of a business process, many of these products have been stuck in the labs. MindTree can help by bringing its network of business partners into the Assistive Technology area.

For example, IIT Chennai and an NGO called Chetana have designed a wonderful product called ADITI, to help people with cerebral palsy to enter data into computers. Vidyasagar, a Chennai-based NGO working with such children, wants hundreds of these. But IIT Chennai finds it difficult to make so many in their labs. Now MindTree is helping them to make these switches in large quantities to be delivered to Vidyasagar.

This is just the beginning. We are in the process of compiling a pipeline of candidate technologies. Some of these have strong possibilities of being useful in mainstream as well.



Pooja of SSK working with a computer using MindTree's AT



Dr Kalam speaking to a child using ADITI in Vidyasagar



It is not going to be easy. There are significant challenges to be overcome, technically and commercially. But we are committed to this cause. We will invest our best resources to succeed in this.

We have always been inspired by the courage and positive outlook the differently-abled people display, in spite of their severe afflictions. The sheer joy and satisfaction of making a difference in their lives through our technologies will be worth it.

It will be great to hear from our extended MindTree family about this initiative. Especially, we would love to hear about different problems, ideas, solutions and technologies in this field that they can share.

We embark on this sacred journey, with the confidence that we have all our parents' blessings. ■

# Nostalgia

## NS Parthasarathy

Time flies, it is said. Sure it does - it just seems like a few months before that we were consumed by the idea of starting a next-generation software services company. It became so intense that we had to take time off from our jobs to concentrate on it full-time for a couple of days. That was what resulted in making that fascinating (but crazy) road trip to Vizag from Bangalore. A lot has been written about it, so let me talk about some interesting aspects in the run-up to the starting of MindTree and the journey so far.



The story of how it all started is etched in my mind. It was early October in 1998. I was the General Manager in charge of handling Lucent Technologies' Offshore Development Centre (ODC). And Subroto was my customer. After one of the review meetings with Subroto, I was seeing him off in the parking lot when suddenly he invited me to his house. I was taken aback, but agreed. That incident was the starting point of this fascinating journey called MindTree.



We met in Subroto's house and he presented the dream that he had - and his passion is well known. I went back very confused in my own mind, probably 'tormented' is the right word to use - torn between the comfortable, cozy, stable job, and the thrill of doing something new and different. And more importantly for me, being a part of Subroto's team was something I could have only dreamt of. Time passed and it became more confusing.

On October 27, sitting in the London airport waiting for a flight, I made up my mind. That I needed to think in a more structured manner. And the result of the long wait in the airport was the famous four-page list of questions that I prepared for Subroto!



As I was writing this, I felt I should go back and review the list of questions. I was quite impressed with myself on reading these questions (but on reflecting what we have done at MindTree in the last 10 years, the questions were quite foolish!). Anyway, to clear the air on this mysterious four-page set, let me state that the questions were structured in the following categories: Personal, Business and Markets, Team and Differentiation. And I had one question specifically for Subroto: 'why me?' I still don't have a clear answer to this question. Maybe it is one of those things which you keep thinking about forever.

One of the most unbelievable days for me was when Subroto and KK announced that Ashok Soota would join us. One needs to understand the context of what the name Ashok Soota meant to me - he was the Vice Chairman of Wipro and a doyen of the IT industry. One day late in the evening, as I was driving back home, I got a call from Subroto who asked me to reach his house immediately. It was already past 9 pm and as I was close to my house, I said that I would have dinner and then go. So I landed up in Subroto's house at 10 pm or so. KK and Subroto seemed to be in a jolly mood, but I was tired and it was well past my sleeping time. After some polite conversations, Subroto mentioned that Ashok was going to join our team. I did not take it seriously at all and this went on for some time till I began to get irritated. Finally, KK, who



was silent till then, joined and said it was true. All my sleep and tiredness vanished that second. And honest to God, I could not sleep the whole night. Although I have never revealed this to anyone, the iota of doubt I had on whether to take the plunge vanished that day.

I am often asked what made me take the decision of leaving my stable job and becoming an entrepreneur. I always state the following reasons, in no particular order: my job was becoming complacent and I was at a stage where I had to make a decisive move or retire in my existing job; family support to do something different (which we so often take for granted); my 'appetite for risk' was reducing by the day, considering that I was 37 at that time; most importantly, the once-in-a-lifetime opportunity of working with people like Ashok, KK and Subroto.

The early days of MindTree were exciting and like school boys with rolled up sleeves we were into our new jobs - which, in the absence of a paying customer, was to connect computers, setting up LAN cables, making printers work across several machines and the like. Chairs were in short supply in our first office and we often used to joke that if one got up from a chair, it would be up for grabs.

The greatest sense of satisfaction comes from the fact that the vision that we had for MindTree is still valid as are the values that we practise. In the last 10 years, we have grown in stature, individually and collectively, and built a fabulous leadership team with the capability to take MindTree to its next orbit.

I have personally learnt many things over the years. Working with people like Scott, Erik and Joe helped me understand issues from a different perspective. During tough times, we stayed together, and in the process we all grew stronger. A relentless focus on customers, attention to detail and enjoying what we do on a daily basis helped us to retain customers and grow them as well. Many times we were surrounded by complex problems, and in these situations we followed what Rostow strongly advocated: "We cannot solve the world's problems. So let me focus on what I need to do and do it in the best and fastest manner." This simple philosophy helps us to focus on the job at hand even to this day.

Bringing passion and high energy to the job day after day is very important. Not just because you are passionate about something you will do well and give your best, but also because it is infectious. A healthy mind and high energy require a healthy body. It is extremely important that in the busy stages of life - both personal and professional - one does not lose focus on keeping fit. This is something I learned from Ashok.

For certain things in life there are no short-cuts. Growing MindTree is one such - it needs to be done one day at a time, one project at a time, one customer at a time - but with a long-term vision, relentless focus on high quality and customer satisfaction, perseverance and patience. Building MindTree into a world-class institution that will outlive each one of us is a marathon. And for marathoners the journey is the reward! ■

*(Partha is co-founder and CEO - Testing and Infrastructure Management)*



## Tech Simplified

### Telemedicine

Sridhar Perepa

In India, television channels often run a popular advertisement by telephone service provider BSNL, in which Bollywood actor Deepika Padukone is shown connecting with a doctor in the city from a remote part of the country to help a woman deliver her baby in the absence of a qualified doctor.

The sleepy little town of Allahabad in India witnesses the Kumbh Mela, among the largest congregation of people in the world, once every 12 years. Tens of millions of people descend in this small town during the Kumbh Mela to take a dip in the holy river Ganga. During such days, the government machinery needs to be prepared for the sudden surge in the requirement of proper health facilities. Ever wonder how this is possible in a place that usually has only bare minimum facilities outside of these festival days?

Here are some more scenarios.

- Aged people who need to continually interact with doctors but cannot visit the hospital everyday
- People in remote places such as North-East India may not have hospitals but need healthcare
- In several city households, where both the husband and wife work, elders and young children require medical attention in emergency situations

Such scenarios that call for remote access to healthcare specialists are common across the world, including in the developed countries. How do we ensure that medical care is

provided to someone in need, even without the physical presence of a doctor or any other healthcare provider?

Here's where telemedicine comes into picture.

Before I tell you more about telemedicine, let me touch upon a few basic parameters that need to be checked in a person whose health needs an examination.

- **Body temperature:** The normal adult body temperature is 98.6 degrees F. Unless otherwise directed by a doctor, temperature greater than 101 degrees F and lower than 96 degrees F needs immediate medical attention.
- **Respiration:** Breathing is an involuntary process that exchanges oxygen and carbon dioxide. A normal adult under rest condition will have a respiration rate of 12 to 24 per minute. These rates can vary for those with asthma, chronic bronchitis and cardio conditions.
- **Pulse:** A pulse is created as the blood flows through the arteries. The normal pulse rate for an adult will range from 60 to 100 beats a minute, but it can vary based on the physical activity that could have been carried out.
- **Blood pressure:** Blood pressure is the force exerted on the walls of the artery or vein as blood is pumped through the body. Systolic pressure is the pressure as the heart contracts and pumps the blood, diastolic pressure is the pressure in the vessels when the heart is at rest between beats. In general, a systolic pressure of 120 and diastolic pressure of 60-70 are considered normal.
- **ECG:** The electrocardiogram (as a paper trace or a television monitor display) shows the changes in the voltage, detectable during the course of the heart beat, between pairs of electrodes placed at certain points on the skin. The most basic feature of the ECG is that the time from any one 'peak' to the same one in the next cycle indicates precisely how long the heart cycle is taking.



A doctor or a paramedic will find the above data extremely useful to detect any signs of abnormality. These data help provide preliminary care and attention to the patients. Modern technology of telemedicine can empower doctors with these data without being physically present near the patients.

Let us first understand what telemedicine means. According to the Wikipedia:

“Telemedicine is a rapidly developing application of clinical medicine where medical information is transferred via telephone, the Internet or other networks for the purpose of consulting, and sometimes remote medical procedures or examinations. Telemedicine may be as simple as two health professionals discussing a case over the telephone, or as complex as using satellite technology and video-conferencing equipment to conduct a real-time consultation between medical specialists in two different countries. Telemedicine generally refers to the use of communications and information technologies for the delivery of clinical care.”

So, in all the scenarios that were illustrated at the beginning of this article, telemedicine can play an important role in connecting patients to the doctors, remotely.

Telemedicine is a clear case of optimal adoption of technology to deliver basic health facilities to people. This is a rapidly emerging area of growth for organizations that provide technology solutions.

At MindTree, we have developed a 'telemedicine platform' that connects with equipment on the field (near the patient), takes the readings, updates the patient's record and transmits it to the doctor to view them.

Let me elucidate.

MindTree's telemedicine platform consists of a high-end digital signal processor with various interfaces like Ethernet, USB,

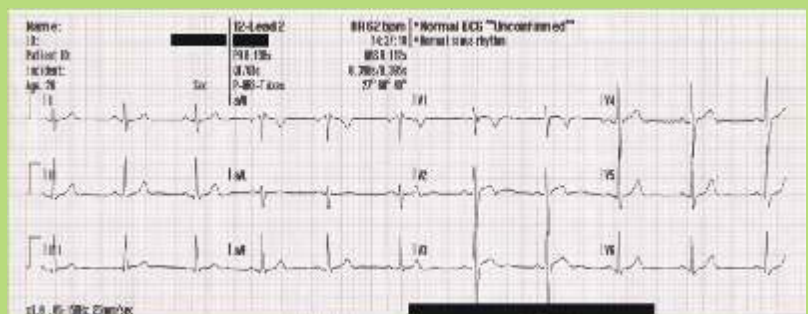
RS232 and Bluetooth to help connect to external devices, such as the equipment that we referred to earlier. Now what does this processor do?

The processor acquires signals about the patient's conditions from the equipment, based on the measurement parameters we discussed earlier, and processes these signals and sends them over the Ethernet to the doctor or hospital. The processor also connects to a camera and display screen along with audio for video-conferencing. In essence, the doctor sitting in a city hospital can communicate to the patient in another area through video-conferencing, and 'deliver' the required medical care and attention.

Technology is already so advanced that through the telemedicine platform, like that of MindTree, various medical diagnostic reports like X-ray and Ultrasound can be transmitted, real time, to the doctor for diagnosis!

Telemedicine has several players involved - software developers, infrastructure providers, communication service providers and integrators. These players have to work closely to enable the masses take the advantages that telemedicine provides. Several well known hospitals such as Apollo Hospitals and Narayana Hrudayalaya have begun providing telemedicine services to their patients.

As you can see, telemedicine is a revolutionary concept in the world of healthcare. At MindTree, our telemedicine platform will bridge medical needs and help healthcare reach the needy in time. In fact, with this platform, specialist doctors in cities like Bangalore can observe various health parameters (vital signs) remotely and communicate and provide care to patients. ■



## MindTree's Middle East Operations

### Not a desert anymore

Shivkumar Subramaniam

It is my honour to share with you insights about our Middle East operations.

Let me start by introducing myself. My name is Shivkumar, and I am responsible for MindTree's operations in the Middle East (which includes the United Arab Emirates, Oman, Kuwait, Qatar, Bahrain and Saudi Arabia). I am based in Dubai in the UAE, and I travel extensively across the region to meet customers and partners. I have been with MindTree for a year now, and prior to this I have worked for several organizations such as Satyam, Larsen and Toubro and Siemens, spanning over 11 years in the Middle East region. Pavitra, my better half, and my two beautiful daughters Mihika (13 years) and Rithika (10 years), have been my pillars of support and encouragement.



MindTree's operations in the Middle East started in 2005, and in a span of over four years, we have been able to acquire strategic customers in the region. Here, I must thank my predecessor for the excellent work in ensuring the acquisition of marquee customers. With this background, the onus now is on me and my team to take the region to the next wave, in line with the strategic direction and vision of the organization.

We have set for ourselves a few strategic goals which will assist us in meeting the organizational objectives. We would continue to focus and engage deeply with our marquee customers. We also intend to increase our visibility and expand our reach in the market by forging strong alliances and working closely with our global alliance partners such as Oracle, SAP, Microsoft and IBM. Finally, we intend to penetrate into other

geographies within the Middle East region, and to achieve this we have identified a few strategic local partners in each of the identified regions who would represent us and further our business here. The regions that we intend to focus on in the coming year are Oman, Bahrain, Kuwait and Qatar.

At MindTree, we believe strongly that quality is not an end but a way of life, and we are very passionate about what we do. We also believe in having a personal interaction with all our business partners and customers, as this helps to deepen our relationship with them and this in turn helps to gain their trust.

Emirates Airlines was our first customer that we won in this region, and over the years we have done several projects for them. For instance, the new-generation cargo system that was developed by us helps the airline to plan the capacity for the cargo plane schedule and optimize based on seasonality, freighter, etc and flight route planning. We have also done a large-scale consulting engagement for building an enterprise-wide strategic decision support system.

Dubai World is another strategic customer for us in the region. Simply put, Dubai World is Dubai's flag bearer in global investments. As a holding company it operates a highly diversified spectrum of industrial segments and plays a major role in the emirate's rapid economic growth. Its primary aim is to play the role of a growth engine that powers development both locally and internationally.

Dubai World's investment spans four strategic growth areas of 21st Century commerce, namely Transport and Logistics, Dry-docks and Maritime, Urban Development and Investment and Financial Services. Its portfolio comprises some of the world's best known companies and a number of outstanding projects. Today, we have over 40 MindTree Minds working on various engagements with Dubai World. Some of the key projects include Dubai e-statistics project (creating a data warehouse platform for the e-statistic department), DP world-eMDS project (an electronic manifest receipt and statistics), e-payment project for Dubai Customs, creation of Dubai Trade portal, and several others.

We have also have won deals with large local and multinational groups over the last few months, such as SBS (Saud Bahwan group) in Oman, RSA (Royal Sun Alliance) and Panasonic Gulf in Dubai, Walla Insurance in Saudi Arabia, RTA (Dubai Road Transport Authorities), among others.



MindTree Minds and their families in our Middle East office



In the Middle East, this year we would like to focus on Travel and Transportation, Manufacturing and Banking and Financial Services industries, and on Testing, ERP (Enterprise Resource Planning) and Data Warehousing (DW) from a technology perspective.

Having given an insight into our customers and our strategic intent from a business standpoint, I would now like to tell you more about the Middle East region and why it is crucial for MindTree.

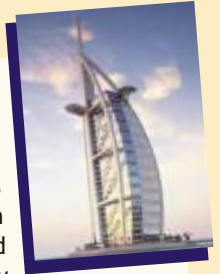
The Gulf Co-operation Council (GCC), as the region is called, was founded in 1981, with the aim to promote co-ordination between member states in all fields in order to achieve unity. The GCC countries consist of Saudi Arabia, Kuwait, Bahrain, Qatar, the UAE and the Sultanate of Oman. Now let me dwell on Dubai alone to illustrate the importance of the region from a business perspective.

Dubai is part of the United Arab Emirates (UAE), which is a federation of seven emirates. The present rulers of Dubai are committed to making it one of the foremost cities in the world. Dubai is a dynamic international commercial destination as well as a relaxed tourist escape. It has been quick to embrace modernity. The recent years have witnessed some groundbreaking developments and awe-inspiring projects.

For instance, the establishment of Dubai Internet City and Dubai Media City has ensured the presence of a majority of the world's biggest companies in Dubai. Also, interestingly Dubai's success has had a rippling effect in the region and almost all the GCC countries have followed suit. Thus, there is a very good potential to grow our business in the Middle East. In fact, even as you read this, we have already established partners in Oman, Bahrain and are exploring potential partners in Kuwait and Qatar. We see a very exciting and challenging future ahead.

I wish to thank all the MindTree Minds who have directly or indirectly contributed to our success in this region. Also, MindTree's senior leadership has been overwhelming in their support and encouragement. Last but not never the least, I am thankful for all the blessings from you all - our parents.

Many of you would have visited Dubai, for those of you who haven't I hope this note would enthuse you to do so! ■



## Another Feather...

### Texas Instruments 2008 Supplier Excellence Award

Recently MindTree was awarded the coveted Texas Instruments (TI) 2008 Supplier Excellence Award. Among the various recognitions that MindTree has been bestowed on so far, this one perhaps stands out for various reasons.

For one, MindTree was the first ever Indian company to be chosen by TI for this award. More importantly, the award is a clear reflection of our relentless commitment to customers, and a heartening sign that our customers value and appreciate it. In fact, this is what our Customer Satisfaction Survey has been telling us year after year.

We have reproduced here a letter that we received from a senior official at TI, appreciating our work and commitment. This award is a great achievement for us, and we would like you all to be a part of the celebration.



March 16, 2009

Ashok Soota  
Chairman and Managing Director  
MindTree Limited  
Global Village, Phase 1  
RVCE Post, Mysore Road  
Bangalore 560059.  
Karnataka, India

Dear Ashok:

Congratulations on your selection as a 2008 TI Supplier Excellence Award winner. Our suppliers are vital to our success, and we appreciate MindTree's commitment to excellence.

We don't take this award – our highest level of supplier recognition – lightly; it's a rigorous process that your company has excelled in. You have set yourself apart from numerous other suppliers based on our criteria of cost, environmental responsibility, technology, responsiveness, and assurance of supply and quality.

As we at TI position ourselves for where the growth will be on the other side of this unprecedented economy, your role in our success becomes even more essential. You are an integral part of our mission to provide the products that let our customers solve big problems in the world, and, in the process, make it smarter, healthier and greener.

We all find ourselves facing an economy that could reshape the world's markets, so it is more critical than ever for us to help our customers take their products to market fast and at a low total cost. We look to you as a valued supplier to help us achieve these priorities through outstanding quality and performance.

Again, your TI business customers and our Worldwide Procurement & Logistics team congratulate you on your distinction as a world-class supplier. We look forward to tackling the challenges of 2009 together.

Sincerely,

Rob Simpson  
Vice President, Worldwide Procurement & Logistics  
Texas Instruments Incorporated



Rob Simpson

## Mailbox

I am really very happy to receive your quarterly publication *Circle of Life* and enlightened by its worthy content for the last one year. It is nice and very considerate on your part to think of the parents of your employees and shed light on various activities.



I would be very happy to read your future editions also.

**C G Devy**  
Kerala

We felt really privileged to receive the 12th issue of *Circle of Life*. Immediately I went through the first page - the orchard of the Gardener of MindTree, Subroto Bagchi's letter and was impressed.



I am really overwhelmed with joy at the promising growth of MindTree Minds. I read almost all the articles and found them to be informative, pleasing, educative and inspiring. Above all, the edition inspired me to be an alert learner throughout.

We feel proud that our daughter has been chosen by such an enthusiastic and growing organization with all its commitments and responsibility towards socio-economic issues as well as individual growth. We are sure that with developed minds, MindTree will have a prolific growth and acquire a significant place among the top global IT firms.

We would like to thank you for sending such a nice leaflet magazine and request you to continue to communicate with us.

**Sandhya Behera and Dr Bijoy K Behera**  
Bhubaneswar, Orissa

I have always enthusiastically scanned A to Z of every issue of *Circle of Life* and I can for sure say that the 12th issue was the best of all in its appearance and content. Congratulations to all who have contributed to it.



I am happy that my son, George C Francis, is a leaf in that big Tree right from the year 2003. I had many a time advised him to hop from company to company seeking better prospects. But he was averse to it and decided to remain as a MindTree Mind with a firm foot on the principle that persistence would pay off. Now I am quite happy because I realized that his decision was right.

What the elders at MindTree did during the 2001 crisis is really exhilarating. Just compare it with what the management of Lehman Brothers and AIG in the US did with the Government aid they received!

*Circle of Life* gives us an idea of the company's perspective in a broader sense and we are very much thankful for the same. Wishing MindTree success in all its endeavors, and waiting for the next edition!

**C G Francis**  
Trivandrum

I am happy to receive your company's magazine *Circle of Life* - issue 12. I am surprised that the company remembers the parents of MindTree Minds. I read the articles in the magazine and was very much impressed.



Before attending my daughter's orientation program in July 2007, I was worried about having to leave her alone in Bangalore. But after noticing the interaction of the management with parents, I realized that my daughter was in safe hands.

Congratulations on winning the MAKE award consecutively. I salute all the founders for running the organization in a transparent way, and for caring for all MindTree Minds and their parents.

Thank you very much.  
**M S Latha**

We invite all members of the MindTree Family to our Circle of Life. Do send your articles, feedback and any other contributions to [circleoflife@mindtree.com](mailto:circleoflife@mindtree.com) or to Manoj Chandran, MindTree Limited, #42, 27th Cross Road, Banashankari Stage II, Bangalore - 560070.

