

# Confluence

A Meeting Point For Thought Leaders

Clarity @ the Confluence of hi-technology and market innovation

## Message from CEO



*It's that time of the year when companies are reviewing what's on hand while simultaneously preparing for what's next. That is not an easy (t)ask, especially in uncertain times like these. And, whether it is the global or Indian market - predictions are hard to make. That said, the best way to deal with uncertainty is to be prepared for it. As Benjamin Franklin famously said (two centuries ago!), "By failing to prepare, you are preparing to fail."*

*Speaking of preparing for the future, Satyam Computers has revisited its value proposition and arrived at interesting risk-reward based customer engagement models to back this. Talking about this and more is Hari Thalapalli, the company's Chief Marketing Officer, in this edition's lead feature - **Focal Point**.*

*Staying with the "tough times" theme, companies - large and small - are looking for better leverage from investments. This calls for both smart thinking and quick action. The use of Web 2.0 tools is an example of smart thinking: the **Click to Conquer** feature talks about how progressive HR managers have done this successfully. Likewise, early adopters of Web 2.0 technologies have built user communities that have helped garner customer insights and feedback, and enhance their brand image. This edition's **Best and the Rest** has a compilation of case studies of such front runners.*

*Finally, in times like this, it is not unusual to find companies slashing marketing budgets, dropping initiatives, and abandoning plans. In **Prayag Take**, we caution our readers on these, and other common marketing mistakes.*

*Do scan through **Deal Beat** to catch up on action that you may have missed. As always, feedback on what you liked - and what else you would like to see in Confluence is welcome.*

*Happy Reading !*

*Sudhal*



## Focal Point



Hari Thalapalli, Chief Marketing Officer, Satyam Computer Services, spearheading the 'Business Transformation. Together' campaign, talks about the challenges of a service brand, need for transition in marketing strategy, and lots more.

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## Click to Conquer



The Web offers many opportunities; this time it's the HR managers who are cashing in on novel ways of acquiring talent for their organizations.

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## Focal Point

Satyam Computer Services has come a long way indeed to become one of the leading global business and information technology services providers. As business evolves, so does the strategic paradigm. Communication to stakeholders plays a pivotal role in such a scenario, starting with employees themselves. Hari Thalapalli emphatically acknowledges this, having moved from being the Senior VP (HR) to Satyam's Chief Marketing Officer (CMO).



During his stint with HR, Hari spearheaded various attraction, retention and motivation initiatives for the 24,000- employee strong company that operates in over 46 countries. 'Every Satyamite is a leader'- As part of the Leadership Development Council, Hari was instrumental in making this Satyam vision come true.

In a career spanning 22 years, Hari has tackled the intricacies of people management and leverages this experience in his new avatar as the CMO of Satyam.

*"We are able to guarantee results for clients, and our maturity has helped us to enter into 'risk-based reward' contracts. This shift is what is reflected in our current positioning."*

How is the marketing function viewed at Satyam?  
What are the key marketing priorities?

Being a \$2B company doing work with large businesses across the world, including about 160 Fortune 500 companies, we were largely driven by focused B2B marketing. However, that paradigm is now changing. We are now veering towards viewing the marketing function as a combination of B2B and B2C, the latter referring to one of our key stakeholders- the Satyam associate (employee).

As for the marketing priorities at Satyam, we are looking at strategic marketing initiatives that will enhance new market entry, pricing strategy as well as continued focus on positioning Satyam as a company that enables businesses to transform and compete effectively in their markets.

*"We were largely driven by focused, B2B marketing. However, that paradigm is now changing."*

What is your view on the challenges of building a unique services brand?

There are several examples of successful, differentiated 'product' brands – but there are fewer equivalents in the service industry. It is much harder to create a consistent customer experience when you offer a service, and this is the challenge many service companies in our sector are grappling with. Building an identity and the brand for a physical product is in some ways less challenging.

Satyam is known for encouraging an entrepreneurial style of functioning within. Given this background, how do you balance the goal of institutionalizing the Satyam brand while giving various business units the freedom to anchor marketing programs relevant to their area?

This is an issue we continue to work on and, to be honest, we may have, in the earlier days of totally decentralized marketing, had moments when we highlighted a service line or a sub brand even more. There has therefore been a felt need for institutionalization of branding. However, today,

*"Through a structure that links the central marketing teams with those in various businesses, as well as through tightly integrated processes and guidelines that stipulate the do's and don'ts, we have managed to strike the right balance."*



## Focal Point

through a structure that links the central marketing teams with those in various businesses, as well as through tightly integrated processes and guidelines that stipulate the do's and don'ts, we have managed to strike the right balance.

An important aspect of our distributed leadership model is that it works within a framework, where each unit's goals are aligned with the overall company goals. The interdependencies and metrics orientation in this framework are very high, and its effectiveness is measured internally through a collaboration index. Thus, while our business leaders enjoy total entrepreneurial flexibility, they also appreciate and work within a cohesive corporate framework.

*"Marketing priorities at Satyam: initiatives that will enhance new market entry, pricing strategy as well as continued focus on positioning Satyam as a company that enables businesses to transform and compete effectively in their markets."*

How was Satyam's new positioning – "Business Transformation.Together." arrived at?

As businesses evolve, there is a need to revisit the value proposition in accordance with market needs as well as internal capabilities. This led Satyam to transition from "Our people make the difference" to "What business demands". Now, as we evolve further, the difference we are able to make to a client's business is real and measurable. The work we do impacts the core business operations of most companies we are involved with. Therefore, when we look at our client's business, we are able to analyze it holistically, determine the levers of growth and facilitate execution through better process reengineering and/or automation. We are able to guarantee results for them, and our maturity has helped us to enter into 'risk based reward' contracts. This shift is what is being reflected in our current positioning.

What were the activities undertaken to communicate this new positioning to various stakeholders?

We validated this positioning with some of our long standing customers and other stakeholders.

Once finalized, the marketing team spends a fair amount of time in figuring out how best to communicate the message to our various stakeholders.

Our first priority was to communicate the new positioning and its implications internally to Satyam associates. Over a period of 45 days, we have conducted road shows and webinars to articulate the new positioning.

*"Our first priority was to communicate the new positioning and its implications internally to Satyam associates."*

How do you plan to measure the effectiveness of this repositioning exercise?

Eventually, as a greater percentage of our business comes through transformational engagements, where we make a remarkable difference to our clients (and thereby partake in their success), we would consider ourselves as having achieved what we have set out to do.

What is your view on the role of technology in marketing? Does Satyam have a Web 2.0 strategy for marketing in place?

I must admit this is one area that has been under leveraged at Satyam till now. However, we have definite plans to plug this gap, and the next six months should see Satyam leverage technology significantly for its marketing reach.





Click to Conquer

# Smart Tech for the HR Manager

Don't be surprised to find your HR manager spending hours browsing networking sites like LinkedIn, Orkut, and don't tick her off either – instead look at the recruitment results. Increasingly, HR managers are looking to these sites to find prospective employees and one in two of the managers we spoke to had successfully recruited through them.

LinkedIn is by far the most popular, while Orkut largely is a hangout for kids/young adults into their first jobs. As one HR manager puts it, "If I were hiring for a BPO I'd go straight to Orkut, while LinkedIn is better when you are looking for mid level or even senior positions". In some ways the comparison is unfair as LinkedIn is designed as a professional networking site where you can hunt for jobs, refer friends and look for hires, whereas Orkut is pretty much a social networking site.

15 million LinkedIn database, plus introductions to send a certain number of direct communications to prospects. Job Posts can be promoted by distributing the advert to your network and requesting referrals to prospective candidates – this increases the probability of getting a really good candidate since the referral comes from a trusted source. Applications received through LinkedIn are also likely to be of better quality since you can see work history, references from colleagues, and a list of potential references from your network.

*Job applications received through LinkedIn are likely to be of better quality since one can view work history and references from colleagues.*



LinkedIn has specific services that you can buy – such as Job Posts, premium (paid-only) memberships that give you access to the complete profiles of the

The fact that people use work history to grow their networks on LinkedIn ( the service prompts you to do so) so that it can throw up a list of former colleagues who are also on LinkedIn, whom you can then invite – also makes this a great place to verify details that a candidate has provided. Since you have the data on the years he/she spent at a company, you can use LinkedIn search to identify others who worked there at the same time – these people could be useful neutral reference points, provided that they belonged to departments/geographies that worked together. A similar service is offered by India specific player TechTribe, which allows users to refer friends and apply for jobs posted by recruiters.

Another useful checkpoint when hiring is to look for Blogs that the candidate maintains/contributes to. This is particularly useful if the job profile requires writing skills. Blog contributions are also useful signposts for attitude, political orientations, if these matter to your company.

## Click to Conquer

One of the most unusual uses of tech tools for HR management comes from Big Blue IBM. An article that appeared in the Wall Street Journal earlier this year talked about how IBM uses Second Life for orienting new employees located in China and Brazil.

*Blog contributions are useful signposts for attitude and political orientations, if these matter to your company.*

A HR avatar can give a talk and then respond to text questions from the new employees. Since many of the international employees preferred writing down the questions, the virtual meetings actually improved interaction.



A far less hi-tech approach, but which works just as well for recruiting, is on-line alumni networks.

A HR manager with a Delhi based KPO says that, surprisingly, with the exception of Wharton, the top US Business Schools allow recruiters to post jobs, free of cost. Harvard Business School (HBS), in fact, has an easy to use recruiter dashboard that can be used to post jobs, receive applications and schedule interviews for fresh graduates and summer trainees. The recruitment section of the HBS site also offers data on sector wise compensation, career statistics by function as well as class profile data.

Users say that the quality of response is good, and helps create a good database of candidates to be tapped subsequently. Easy accessibility to the service plus the market pull that India holds right now on the international community means that it is feasible to use the service for hiring. One manager, who has successfully recruited for overseas positions, adds, "Since these jobs typically start at compensations of US\$75000- US\$100,000, you are saving yourself quite a bit in head hunter fees".

Closer home, Cool Avenues offers recruiters a platform to reach over 25,000 MBA alumni through a Job Post service. Individual schools, even the top IIMs, do not really have a product that taps alumni networks for recruiters, though IIM A alumni can post jobs for their networks.

Alumni networks are a powerful tool, and networking sites allow you to set up groups quite easily. Corporate alumni networks can be a powerful tool for recruitment and even brand building. Infrastructure overheads are low, plus existing HR teams can manage networks on professional websites without additional IT skills training. In a skewed recruitment market where a dozen jobs vie for a good candidate, Web 2.0 networking tools could be the ace in your pack.



## Prayag Take

### Top 5 Marketing Mistakes to Avoid - Like Plague...

In our interactions with IT companies, big and small, we have found some common misconceptions about the role and impact of marketing, as well as flawed thinking on the applicability to companies in various stages of evolution. This article attempts to abstract the top five mistakes that technology marketers make, and suggest ways to avoid these pitfalls.

#### 1. Equating sales with marketing

Probably the most common mistake committed by emerging companies in particular is its inability to differentiate between the function of sales and marketing. Nine out of ten companies we meet believe that lead generation is marketing, and the only relevant initiative for a small company. Wrong on both counts! Lead generation is a sales support activity and there is lot more that an emerging company can do in marketing.

##### Symptoms

- You measure all programs against one metric - how much is sold, especially in the short term.
- You overemphasize the impact of price in your customer's buying decision.

##### Problem

Lack of focus on creating market pull through branding programs, and using only push tactics will neither give the "desired" increase in sales nor build company or product recall. Pressure to increase sales without the accompanying brand programs invariably leads to overuse of price as a differentiator, which results in commoditization of your product or service.

Focusing solely on sales also puts blinkers in your thinking and there is no focus on market building

activity. Also, a few quick wins may not necessarily imply long-term predictability and business success.

##### Remedies

- Make a conscious effort to design and implement marketing programs that -
  - will help your brand two years down the line
  - will highlight/showcase your differentiators and set you apart from competition
  - are in line with the long-term plans that you have for your brand.
- Allocate a sizable percentage of resources (time, effort and money), while drawing up your annual marketing plan, to programs that have long-term impact. These will necessarily be marketing programs rather than sales initiatives.

#### 2. Under estimating competition

Strangely, some companies we meet derive a false sense of security by remaining internally focused and believing that their product or service is beyond compare in the market. This is seldom the case, and such an outlook can leave you unprepared when you hit the market.

##### Symptoms

- At prospect meetings, you find out that your competitors have better recall, or have been there before you.
- Internally, your reviews on product or service performance do not consider competition analysis; technical teams assert that the product is peerless.

##### Problem

Unpleasant surprises are dangerous as they may



## Prayag Take

trigger unplanned off-the-cuff reactions from you. Since competition is a factor outside your circle of influence, the importance of keeping an accurate tab on them cannot be overemphasized. Finding out in the eleventh hour, for example, in the final stages of a prospecting cycle, about a competitor you do not understand well enough, can lead to knee-jerk reactions from your end.

Mapping and tracking competition is also a good way to stay in touch with customer needs, as one can assume that product and service innovations and improvements happen in consonance with market needs. Thus, a lack of knowledge of competition activity is also indicative of incomplete customer and marketing understanding.

### Remedies

- Have a pulse of the market, track competition continuously (and stealthily of course).
- Pretend to be your main competitor for half an hour daily. Think from his perspective.
- Do a SWOT of your company and rivals quarterly. Share it with your sales/market-facing team. (This team has the highest propensity to deflate competitor strengths and hence is suited to this exercise).
- Convince your sales team to feedback field information into the competition tracking process.

### 3. Over estimating competition

This thinking, also equally prevalent, is equally unnecessary. Typically, owing to lack of confidence in their own product, and the wrong notion that an established product is the “perfect” product, some companies view market activities with needless trepidation that reflects in the defensive strategies they carve out.

### Symptoms

- Your sales team adduces that the reason they are

unable to make headway is because the “other” company is way too strong.

- Your sales and marketing teams show lack of confidence in your product or service and are unable to convince themselves of why your customer should like your product.

### Problem

While caution is important, paranoia is avoidable. If you are looking over your shoulder all the time while planning or implementing marketing programs, you are bound to lose confidence. Being wary of the competition all the time can make you insensitive to your customer’s needs.

Overestimating the competition can also negatively impact the morale of you and your team and will lead to paralysis.

### Remedies

- Talk to your customers and prospects to get a balanced opinion on your rivals’ strengths and weaknesses.
- Do a SWOT of your company and your rivals every quarter. Share it with your ideation/R&D team (This team has the highest propensity to deflate competitor strengths and hence is suited to this exercise).
- Do a Google search of key people working at the rival companies. Or try LinkedIn. An understanding of the profiles of people running your rival company will help you in getting a true picture.
- Assess the addressable market and ascertain the market yet to be captured (in the IT services / product context, demand is typically far ahead of supply) and convince yourself that there is space for you to occupy.
- Come out with a focused and relevant marketing campaign that targets your prospects directly- this will help you create awareness of your company and its services or products.



## Prayag Take

### 4. Equating budgets with effectiveness

At an implementation level, this is a common syndrome. Emerging companies, especially, rarely have a marketing function owing to the mistaken notion that this requires big dollars, and is only meant therefore for larger companies.

#### Symptoms

- You think marketing is not for your emerging company; you do not have big budgets to spare.
- You criticize simple, yet potentially effective ideas as they may not lead to big bang results (and are not backed by a big spend).

#### Problem

By thinking that effective marketing programs cost the earth, you postpone any focus on marketing in the early years.

Effectiveness of a program depends on timeliness, targeting and the thought process behind it as much as it requires some investment of dollars. Investing big bucks without considering these factors is a pitfall you could well avoid.

#### Remedies

- Remember that marketing is a long-term exercise and hence start it as early as possible.
- To start with, choose vehicles that are low to medium cost with high impact and carry out programs continuously. Over time, the incremental benefits add up and lead to substantial results.
- Also choose no-cost vehicles. Send useful reading material that you come across to your hot prospects and customers.
- Choose campaigns and programs that complement each other and time them well to get maximum impact.

### 5. Ad hoc, knee-jerk activities instead of a sustained marketing plan

We cannot begin to count the number of times we get calls from our customers or prospects asking for help in executing a last minute program. This eleventh hour approach limits effectiveness, and many times results in more expensive programs owing to lack of prior planning.

#### Symptoms

- You are constantly deciding at the last minute about initiating a program because of which the activities do not yield desired results.
- Your end of the year evaluation shows that you have not focused on all stakeholders and markets.

#### Problem

Bursts of activity followed by periods of silence do not augur well for brand building, as your customers and prospects will not hear from you for long stretches at times. You also lose out on the complementary effect that one activity will have on another, if a plan is followed.

#### Remedies

- Allocate a month in the year to plan for the coming year. Make a calendar of events and initiatives relevant to your industry.
- Remember, however, the plan is more to set your thinking going. It never happens that your execution will be exactly according to plan. And that is alright.
- Plan for the unplanned: earmark a portion of the budget for activities that may not be planned, but could be interesting avenues to explore.



## Prayag Take

### In conclusion:

- Marketing is about creating a brand that results in a pull for your product or services and it is a long-term exercise.
- It is important to have healthy respect for your competition. You should neither under estimate their impact, nor get paralyzed by their seeming superiority.
- Marketing is relevant for all companies, at all stages of their evolution. So, invest quality time upfront in envisaging some activities you will carry out during the year and evaluate their appropriateness before executing.
- Marketing does not always require big budgets; there is no correlation between budgets and effectiveness.



## Best and the Rest

### Leveraging User Communities to Create Deep Business Impact

User communities, per se, are not a new phenomenon. They have existed for years, but in more passive forms. Housewives deriding the local grocer, students comparing the attributes of their pens and even office-goers arguing over the usability of a particular brand of laptop; these are all user communities in their most basic form. In the internet age, virtual communities and users are able to make their presence felt in a much bigger way. And today, with the advent of Web 2.0 led collaboration, virtual user communities are stronger than ever. Businesses have duly taken notice of this and have learnt how to leverage the power of these virtual communities for their own benefit.

#### User communities for brand building

The Internet as a medium is designed for accessibility and comprehensiveness. Virtual communities further exemplify these qualities and hence, many businesses regard firm-hosted user communities as the ideal medium for improving reputation and brand image.

User feedback on internet communities affects the perception of the brand, and can help companies recognize the pros and cons of its product and where it stands with respect to its competition. If implemented tactfully, a firm hosted community can provide a feeling of involvement which adds to customer satisfaction.



*With Gang of Girls, Sunsilk was able to channel the appeal of 'girl bonding' to boost its brand image.*

#### User communities to further core business objectives

##### Training and Recruiting

Among core business functions, training and recruitment departments have been the biggest beneficiaries of the Internet. From remote tutorials to online hiring, the web has created many usable and efficient business applications. Examples include LinkedIn for effective hiring to communities for employee interaction.

The benefits are time-saving, reducing business costs and allowing businesses to reach out to employees and customers around the world.



*By becoming the first Indian corporate presence on Second Life, Wipro was able to justify its reputation as a 'thought-leader'.*

##### Customer Servicing

Firm-hosted user communities are an effective way to respond to customers while simultaneously using the interaction to create a knowledge pool for other users. Even in independent user-communities, more experienced users help new users by answering their queries and sharing knowledge. This user-to-user servicing takes a significant burden off the post-sales support systems of the company and reduces their workload greatly.

A good example of this is Hewlett Packard (HP), which has significantly large independent user-communities such as Encompass (now amalgamated

## Best and the Rest

into Connect). Such communities are global in nature and significantly reduce the workload of HP service centres.



*With 'Connect', an independent membership organization, laymen and professionals can maximize their return on investment in HP products as it provides online education and training through conferences and webcasts.*

### Marketing

Social networking communities have become the fulcrum for the Web 2.0 based marketing strategies of many companies. Consumer goods companies use platforms such as YouTube to distribute viral ads to create buzz around their products. Marketing through social networking sites can provide a more targeted reach, and it is also a cost-effective way for a company to boost product sales.

### Distribution

User communities can be utilized to streamline distribution as well, especially when the user community is the distribution network as well. mGinger is an opt-in permission based SMS service where the user receives SMS advertisements corresponding to these interests from advertisers belonging to the mGinger network.



*The innovative services provided by mGinger are beneficial to both advertisers and consumers while showing that user communities can be monetized.*

### Product Modification and Improvement

One industry which has embraced product modification to great benefit is the computer games industry. Possibly, the most notable example of this is Half-Life, a first person shooter computer game. A team of British Columbia students had completely overhauled the game and created a new, vastly different version which they termed 'Counter-Strike'.

'Counter-Strike' was eventually released as a product of Valve. Today, 'Counter-Strike' is even more popular than 'Half-Life'.

### A note of caution

While the pay-offs from user communities cannot be debated, certain potential issues need to be addressed-

- Co-creation: Who owns the right and who reaps the benefit?
- Malicious hacking: User communities can become hubs for subversive activity.
- Security and privacy: Providing detailed company information on networking sites can pose risks.

Companies typically handle these issues by creating specific policies for use and enabling restricted access to customer - facing employees.

Customer service has become a key differentiating factor for sustaining growth and it is here that user communities can score. Given that technology is the raison d'être for the Indian tech industry, it would also be a case of walking the talk.





## Deal Beat

### IT Services

[TCS bagged \\$100M contract from NXP Semiconductors of Europe](#)

TCS will provide application management, development and support services across NXP's supply chain operations.

[EDS won a seven-year \\$391M Georgia Medicaid deal](#)

EDS will implement a Medicaid Management Information to provide the State claims processing for healthcare providers and data analysis on healthcare trends, as well as identify potential fraud and abuse.

[Perot won a 13-year \\$1B contract extension from Harvard Pilgrim Health Care](#)

Perot Systems will operate and support Harvard Pilgrim's information technology infrastructure, business applications, and administrative business operations until 2021.

[Unisys won a seven-year \\$179M contract from State of Maine Department of Health and Human Services \(DHHS\)](#)

This firm-fixed-price contract is to provide a new Medicaid Management Information System (MMIS) to manage Maine's current and future Medicaid program.

[CSC and TDC signed a seven-year \\$413M outsourcing agreement](#)

TDC will manage CSC's legacy application portfolio, providing application development and maintenance services for more than 500 applications and supporting approximately 17,000 users. As part of the new agreement, approximately 220 TDC employees will transition to CSC.

### IT Product

[IBM to buy i-log for \\$340M](#)

IBM plans to combine i-log's business rules management systems with its own business process management and business optimization tools. i-log's business rules management systems (BRMS) could be used to improve and add capabilities to a whole range of IBM product lines, including Tivoli and Lotus, the companies said.

[Infosys bidding for BBVA contract](#)

Infosys Technologies is close to signing a deal with Spanish banking group Banco Bilbao Vizcaya Argentaria (BBVA) for the supply of its Finacle core banking technology. BBVA said it would invest € 5.6B in technology over the next three years.

[NAB selected Oracle for IT overhaul](#)

National Australia Bank has selected Oracle to roll out the first phase of its \$1B core banking revamp. In an announcement, NAB said Oracle would replace its core banking systems over the next five years.

[Oracle to acquire Global Knowledge Software](#)

Oracle Corp. announced that it has agreed to acquire Global Knowledge Software LLC or GKS, a division of Global Knowledge, Inc. GKS is a provider of self-service training automation software. Financial details of the transaction were not disclosed.

[Oracle to acquire AdminServer](#)

The combination of Oracle and AdminServer is expected to result in the most modern, comprehensive, standards-based and well-integrated enterprise software suite for the insurance industry.



## Deal Beat

### BPO

#### WNS acquired AGS for \$228M; enters into 8-Yr, \$1B Outsourcing Contract

WNS has a definitive agreement to acquire the BPO division of the UK-based insurance company Aviva—Aviva Global Services (AGS)—for \$228M. WNS will pay for the acquisition in cash as well as a bank loan of over \$200M.

#### Marsh outsourced back-office operations to Capita

Marsh, a UK-based insurance broker and strategic risk advisor, has outsourced its back-office operations to Capita under a 10-year, £187M contract. As part of the deal, Capita will have access to 650 Marsh staff that will help Capita better manage their back-end service requirements.

#### Convergys to acquire Intervice for \$335M

Convergys is to purchase Intervice, a Dallas-based telecommunications firm, for \$335M. Convergys said it expects the deal to close in the third quarter. The deal will allow Convergys to integrate Intervice's complementary speech automation and Web self-care services.

#### Wal-Mart established IT Back Office in Bangalore

The \$388B retail giant established a captive shared service center to cater to multiple functions through its worldwide operations. Besides IT development and maintenance, a shared service center supports enterprise operations, such as HR, finance, and accounting.

#### Quattro BPO acquired UK-based gaming outsourcing firm Babel Media

In its sixth and the biggest acquisition till date, Raman

Roy-led Quattro BPO, backed by US-based hedge fund DE Shaw Group, has acquired British firm Babel Media, a provider of specialist outsourced services to gaming and interactive entertainment industry. While the deal size stands undisclosed, the deal value is believed to be in the \$100-125M bracket.





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