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## Tata Consultancy Services: Global Talent Leverage —A Profile

### Introduction

In the software consulting services industry, companies sell more than innovative products. They sell knowledge. Tapping into the best knowledge—wherever it may be—is crucial to the success of businesses in this industry. China's and India's growing working-age populations have necessitated that companies with global business models be prepared to leverage talent from anywhere in the world. Thus, Human Resources (those that manage talent within firms) have assumed a central role in effective global service delivery and innovation.

This is a profile about a well-known Indian company, Tata Consultancy Services (TCS), and its innovative management of HR. The sections that follow will describe the capabilities of the company's HR model, which include leveraging knowledge around the world, the capacity to constantly recruit thousands of new people, the coordination of teams of executives in different geographies to meet milestones for a specific project plan, the mediation of cross-cultural and cross-country interactions, the transparency of talent and skills within the company, the creation of a community for innovation, etc.

TCS's ability to recruit and dynamically reconfigure its talent to deliver services globally and fuel innovations of both products and processes is among the company's key competitive advantages in winning business.

### Company Background

Established in 1968 as a division of Tata Sons Limited (the holding company of the Tata Group), Tata Consultancy Services is India's top software services firm. It went public in 2004 and is listed on the Indian exchanges as one of the country's largest IPOs ever. TCS operates in 42 countries in the Americas, Europe, Middle East, South Africa, Asia Pacific, and India. In 2009, the company reported revenues from four geographic segments: Americas (56.2%), Europe (29.5%), India (7.8%) and other countries (6.5%). This extensive global reach provides the company with new growth opportunities and a diverse revenue base,



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