

CHAPTER 1

INTRODUCTION

Relevantly skilled manpower, considered as one of India's primary edge in the global IT markets, has remained one of the key concerns and challenges for the country's IT sector. While India currently boasts one of the world's largest, most qualified pools of scientific and engineering manpower, growing global demand for appropriately skilled, industry-oriented professionals and a gradually demand-supply gap, are expected to test to the limits, India's IT manpower development capabilities.

Having apt IT and management skills, in fact, is assuming an ever-greater importance, in the current day environment, where the IT sector is emerging as a major driver of the Indian economy.

Clearly, the way forward for India is quality education that conforms to key global standards and creates professionals that are equipped with international-level certifications and accreditations.

IT manpower development today, is not only crucial for sustaining the growth of the Indian economy, it is also important for maintaining the country's edge in the global markets, where competition is on the rise.

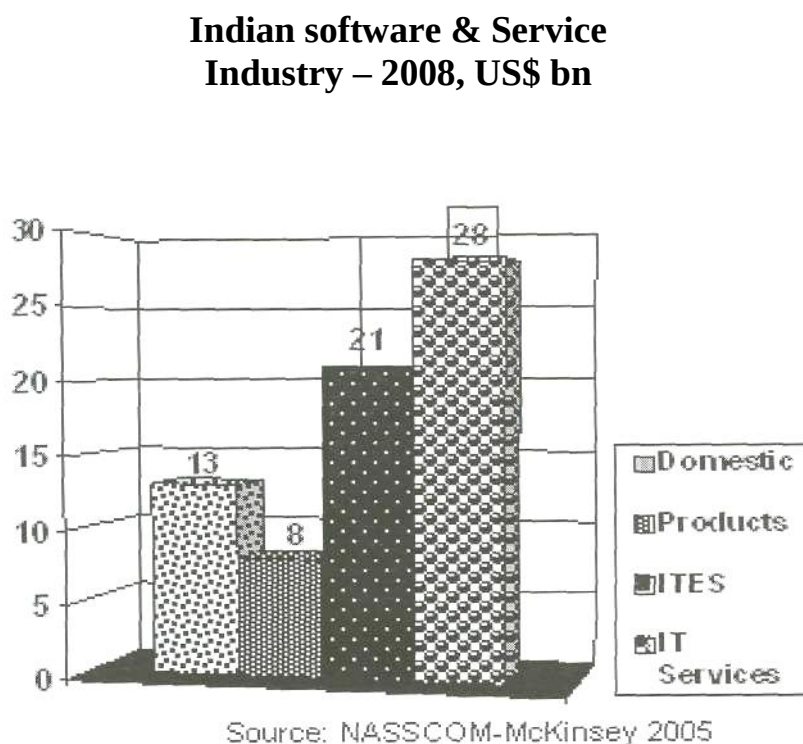
Quality Solutions for Information Technology Pvt. Ltd. (QSIT), the Knowledge Corporation, is a one such hub for Process and Quality Consulting Services, high-end Training and Certification Programs in Software Engineering and Management for the IT and ITES sector and various other software professionals.

1.1 INDUSTRY PROFILE

IT/ITES SCENARIO IN INDIA

The global software industry has been growing exponentially since the late 1970s as the industry witnessed a trend in outsourcing software development activity by organizations due to the huge increase in software costs, the increasing demand for complex information systems applications, the rapid obsolescence rates of the information technology infrastructure and the inadequate supply of IT personnel. The last decade of the twenty-first century has been a successful period for the software and services firms in India. It has attracted attention from many quarters including attracting talent from other industries, capital markets, and policy makers. The industry is mainly export oriented with comparatively small domestic market. Fig.1.1 shows the estimated export of Indian Software and Services Industry.

Fig. 1.1 Estimated export Indian Software and Services Industry.



IT SOFTWARE

“IT Software” means any representation of instructions, data, sound or image, including source code and object code, recorded in a machine readable form, and capable of being manipulated or providing interactivity to a user, by means of an automatic data processing machine falling under heading ‘IT Products’, but does not include ‘non-IT products’. ‘IT service’ is defined as any service which results from the use of any IT software over a system of IT products for realizing value addition. The term ‘IT Industry’ shall cover development, production and services related to IT Products. The term ‘IT Software’ shall cover development, production and services related to IT products. The term ‘IT Software’ shall be substituted in place of ‘Computer Software’ in all notifications.

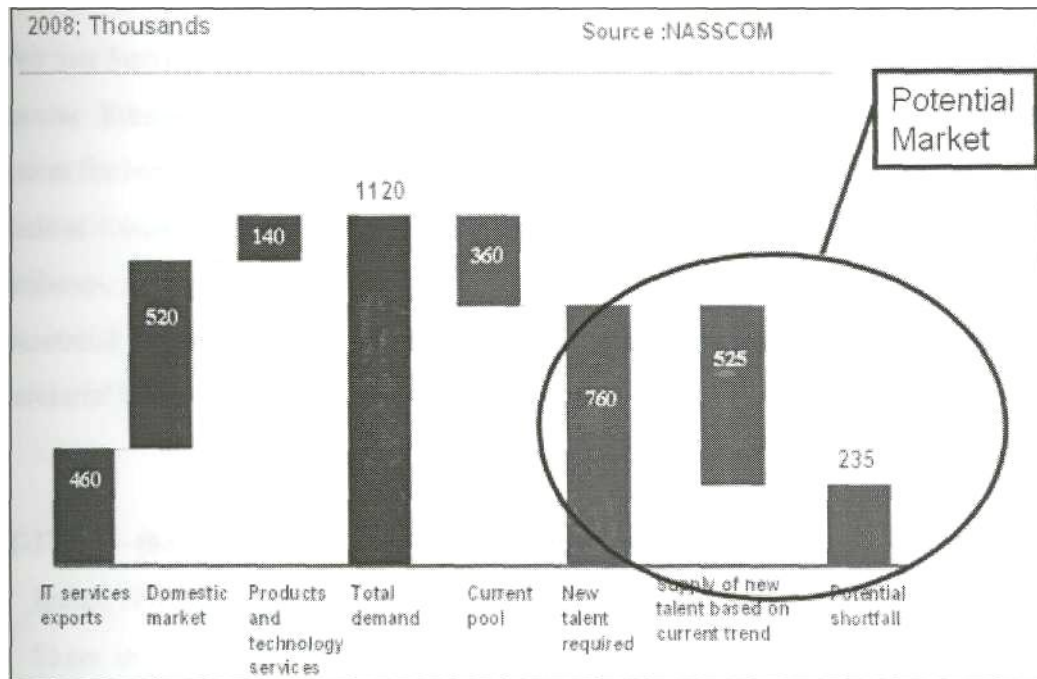
Major Segments of IT Industry are as follows:

- Application Development
- Application Support & Maintenance
- Infrastructure Services
- Engineering/ Design Services
- System Integrating & Consulting
- Product Development

IT – ENABLED SERVICES (ITES):

Any activity carried out based on the application of Information Technology could be termed as IT Enabled Service (ITES). In other words IT Enabled Services cover the entire range of services which exploit information technology for empowering an organization with improved efficiency or a type of service which may not be possible to be rendered cost effectively without IT. The activity could be internal to the organization i.e. meant to increase the operational efficiency through work force residing within the organization or could be outsourced. The outsourced or cross-border IT enabled services is now receiving greater attention as this category of ITES has a great potential for growth and contribution towards employment opportunities in India. Fig 1.2 depicts the major segments and potential market for IT and ITES.

Fig 1.2 MAJOR SEGMENTS AND POTENTIAL MARKET FOR IT & ITES



Major Segments of IT Enabled Services:

Following is a fairly detailed generic classification of IT Enabled Services which already exist or which have potential for evolving into areas of entry:

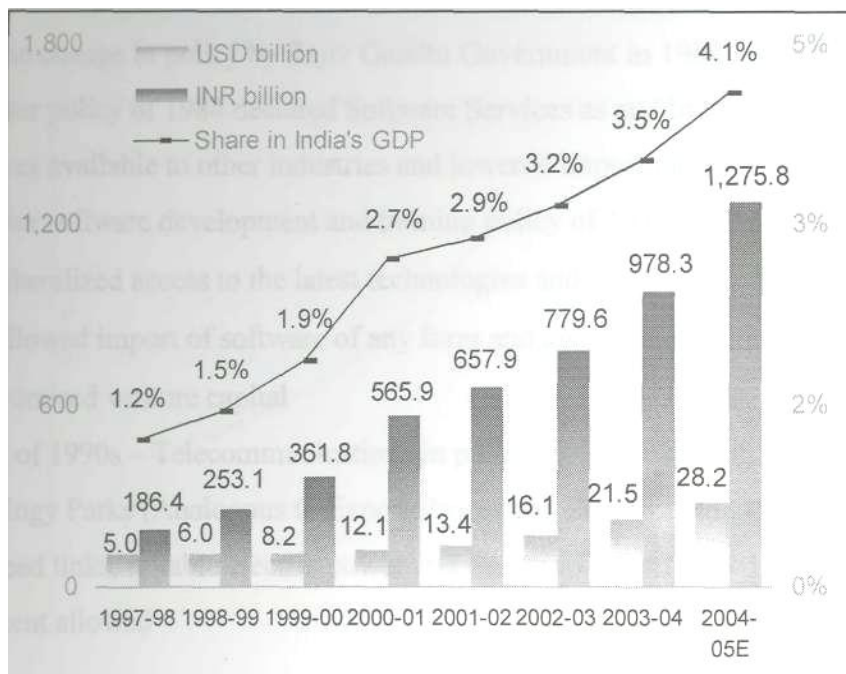
- Customer Interaction Services such as Call Centers.
- Finance and Accounting Services such as back office data processing for Airlines, etc.
- Engineering and Design Services such as outsourced design activities.
- Human Resources Services such as outsourced payroll preparations, etc.
- Animation for movies and TV serials, cartoon strips, etc.
- Translation, Transcription and Localization such as Medical Transcription Services.
- Network Consulting and Management covering outsourced network designing and maintenance.
- Data Search, Integration and Analysis covering areas such as preparation of legal data bases, research & preparation of reports based on data bases on past records, etc.
- Marketing Services such as bureaus for marketing products or services based on Call Centers or local market data bases, etc.

- Web Site Services for creating site contents, advertising, etc.
- Remote Education for utilizing IT infrastructure to strengthen formal education system for remote and expertise starved areas.
- Medical Consultancy by providing expert advice based on data or making available databases.
- Secretarial Services through bureaus that utilize information technology for offering secretarial help.

Indian IT-ITES- the eye of the storm, is witnessing unabated growth

- Indian IT-ITES has grown at a CAGR of 28% over FY 1998-2005.
- Share in India's GDP has more than doubled from 1.9% to 4.1% - expected to reach 7% by FY 2008.
- Industry aspires to reach USD 50 billion in export revenues by 2008; See Fig 1.3 shows the growth pattern of India's IT and ITES since 1997.

Fig 1.3 Growth pattern of India's IT and ITES since 1997



While on a strong footing – India also has its share of challenges

- Demand for trained talent-outpacing supply resulting in attrition and increasing direct and indirect costs.
- Overburdened infrastructure in existing hubs of IT-ITES activity-inadequate infrastructure in some of the smaller towns.
- Anti-offshore outsourcing debate still lurking.
- In spite of its proven dominance, the Indian IT-ITES industry is still largely a price taker-creating unwarranted pressure on margins.
- Maintaining its lead over competing locations.
- Leveraging the untapped potential of the domestic market.
- Bridging the digital divide in the country.

Why did IT succeed while efforts to develop other technology intensive sectors failed?

- ✓ Policy regime from 1950 until Mid-1980's stymied development by restricting imports of hardware through quotas and high tariffs, limited allocations of Foreign Exchange and above all insulating Indian IT Industry from its global counterparts, and led to forced departure of IBM.
- ✓ Forced development of Software since Hardware was expensive.
- ✓ Dramatic change in policy by Rajiv Gandhi Government in 1984 and 1986.
- ✓ Computer policy of 1984 declared Software Services as an "Industry" entitled to incentives available to other industries and lowered import tariffs from 100% to 60%.
- ✓ Computer software development and training policy of 1986.
 - Liberalized access to the latest technologies and tools.
 - Allowed import of software of any form and also foreign investment.
 - Promised venture capital.
- ✓ Reform of 1990's – Telecommunications in particular- creation of Software Technology Parks (Analogous to Export Processing Zones) with guaranteed access to high-speed links, reliable electric power and basic infrastructure – 100% foreign investment allowed.
- ✓ Fortuitous factor – Y2K.

- ✓ Software not capital intensive and so monopolies restrictions on large industrial houses did not apply.
- ✓ Investment in higher education, particularly engineering since independence in 1947, expansion of private engineering schools in South and West India leading to clusters being established.

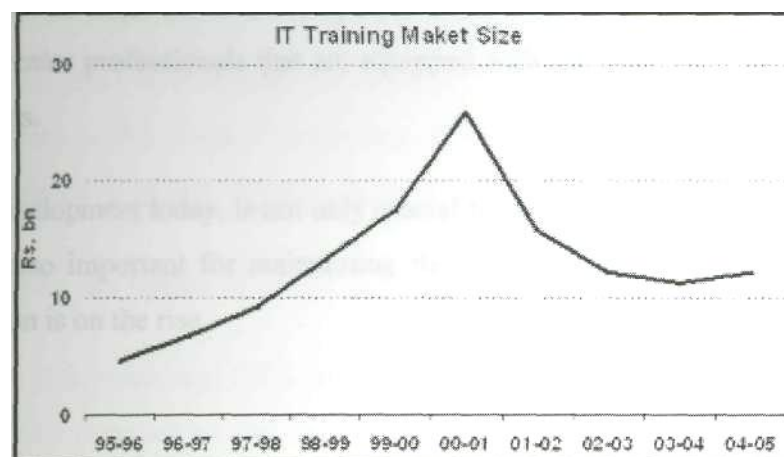
IT Training Industry on Path to Maturity

The training industry in a phase of '**Market Maturity**' sustained rapid growth in the late nineties.

- ✓ Training industry impacted by the dip in the fortunes of the IT services industry post 2000.
- ✓ Positive news flow for the IT services industry over the past year has provided the much required impetus to the training industry.
- ✓ Time lag (pronounced due to prolonged downturn).

Fig 1.4 represents the growth pattern of the IT Training Market size in India. The consolidation during the downturn has helped market leaders to strengthen their positions.

Fig 1.4 IT Training Market size



The Indian IT Workforce Market: Building World-Class Manpower

Relevantly skilled manpower, considered as one of India's primary edge in the global IT markets, has remained one of the key concerns and challenges for the country's IT sector. While India currently boasts one of the world's largest, most qualified pools of scientific and engineering manpower, growing global demand for appropriately skilled, industry-oriented professionals and a gradually enlarging demand-supply gap, are expected to test to the limits, India's IT manpower development capabilities.

The country is at an important juncture in its history, having completed the transition from an agrarian economy to a full-fledged, first-world economy, operating at the leading edge of contemporary technology. A key element in taking the country forward and maintaining its growth momentum will be the provision of a highly skilled and competent global workforce.

Having apt IT and management skills, in fact, is assuming an ever-greater importance, in the current day environment, where the IT sector is emerging as a major driver of the Indian economy.

Clearly, the way forward for India is quality education that conforms to key global standards and creates professionals that are equipped with international-level certifications and accreditations.

IT manpower development today, is not only crucial for sustaining the growth of the Indian economy, it is also important for maintaining the country's edge in the global markets, where competition is on the rise.

The need for Indian IT manpower is being catalyzed by the following factors:

➤ **Growth of the Indian IT services sector**

The growth of the Indian software and services exports over the 2002-04 period, in accordance with industry projections, is creating a major need for manpower. As the industry expands rapidly, it needs more specialized manpower to fuel its growth run.

➤ **Growth of the Indian ITES-BPO sector**

Unprecedented growth in the high potential ITES-BPO market is also escalating the need for English-speaking professionals with relevant domain knowledge. The sector, bogged down by a paucity of a strong middle-level management layer, is also witnessing a rise in the requirement for such personnel.

➤ **A resurgent US economy**

A rapidly recovering US economy and in particular the IT sector, is expected to once again, create IT jobs. A paucity of skilled professionals in the US is already causing organizations to opt for outsourcing or hiring Indian talent. As this demand-supply gap widens, Indian ICT manpower will draw even more interest.

➤ **A fast growing Indian domestic market**

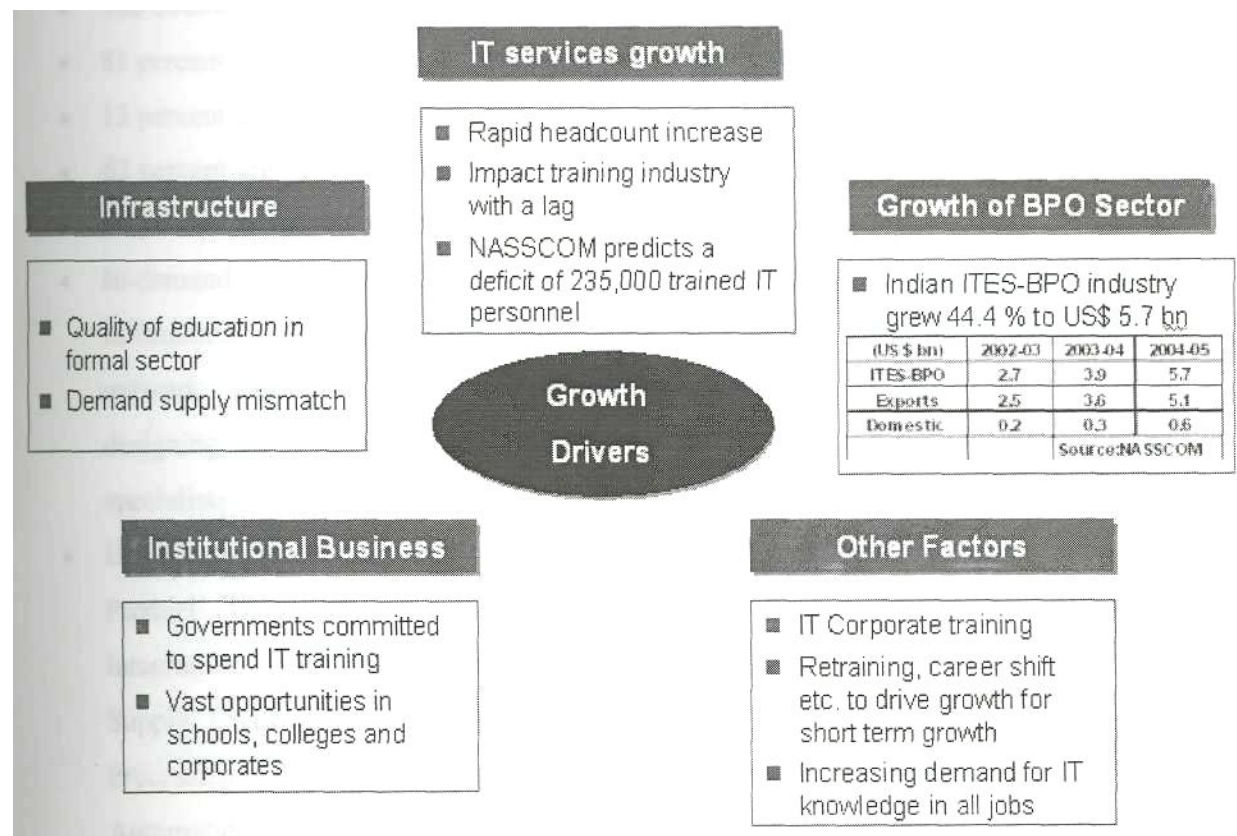
The Indian domestic ICT market has recorded the highest growth ever during 2004. Computerization by the country's corporate, PSU and government sectors is creating a major requirement for skilled, industry-ready manpower.

➤ **Active hiring by the Indian IT sector during 2004**

Hiring by the IT services and ITES-BPO segments was on a major upswing during 2004, the tide is only expected to rise over the next few years. Almost all key Indian ICT companies, including the ones that had issued pink slips during the global economic downturn, stepped up their hiring activity. The ITES-BPO industry proved to be one of

the key employers during 2004, with large players further scaling their operations, diversifying into new segments and offering more specialized, higher-end outsourced services. As ITES-BPO organizations explored the opportunities offered by outsourced product development, documentation, R&D and HR services, the requirement for professionals with specific skill sets rose sharply. See Fig 1.5 for the various factors that drive IT and ITES companies' growth.

Fig 1.5 Various factors that drive IT and ITES companies growth



India's IT Manpower Profile: Statistics And Strategic Skill sets:

India's key advantages in the global IT and ITES-BPO industry is the availability of an abundant, high quality and cost-effective pool of skilled knowledge workers. The industry employs more than 8 lakh professionals with around 2.6 lakhs in software exports; 28,000 in the domestic software market; 2.80 lakhs in captive software user organizations, and 2.45 lakhs in the ITES-BPO sector.

The Indian IT workforce is defined by the following characteristics:

- The overall median age of the software professionals is about 27.5 years
- 81 percent of all software professionals have a graduate degree or above
- 13 percent are M.Tech, MBA, CA, ICWAs
- 67 percent are B.Tech, BE or MCAs
- 20 percent are diploma-holders or graduates
- In-demand software professionals are software analysts, domain specialists, information security experts, integration specialists, database administrators, network specialists and communication engineers, software programmers, designing and architecture experts and data warehousing and semiconductor design specialists.
- Emerging growth segments that require relevantly skilled professionals include Product Data Management, Content Management, Enterprise Application Integration, Data Warehousing, Contingency Planning and Disaster Recovery, e-supply Chain Management (eSCM), Wireless Applications, Straight Through Processing (STP), Knowledge Management, Business Intelligence, Sales Force Automation (SFA), e-Learning, ePharma, Bioinformatics and Nanotechnology.

1.2 INTRODUCTION TO BRANDING

What is a brand?

Almost every business has a trading name, from the smallest market trader to the largest multi-national corporation. Only a minority of those businesses however, have what could be classed as a 'brand' or a 'brand-name'.

There are many different definitions of a brand, the most effective description however, is that a brand is a name or symbol that is commonly known to identify a company or its products and separate them from the competition.

Brand is the proprietary visual, emotional, rational, and cultural image that you associate with a company or a product. When you think Volvo, you might think safety. When you think Nike, you might think of Michael Jordan or "Just Do It." When you think IBM, you might think "Big Blue." The fact that you remember the brand name and have positive associations with that brand makes your product selection easier and enhances the value and satisfaction you get from the product.

What is Branding?

Branding is a way to differentiate your company, product or service from competitors, and to provide it with a personality that is both unique and appealing to potential customers. It is a multifaceted, multilayered process and discipline.

A well-known brand is generally regarded as one that people will recognize, often even if they do not know about the company or its products/services. These are usually the businesses name or the name of a product, although it can also include the name of a feature or style of a product. The overall 'branding' of a company or product can also stretch to a logo, symbol, or even design features (E.g." Regularly used colours or layouts, such as red and white for Coca Cola.) that identify the company or its products/services.

For example:

The Nike brand name is known throughout the world, people can identify the name and logo even if they have never bought any of their products. However, not only is the company name a brand, but the logo (The 'tick' symbol) is also a strong piece of branding in its own right. The majority of people that are aware of the company can also identify it (or its products) from this symbol alone.

What makes up a brand identity?

Brand identity includes brand names, logos, positioning, brand associations, and brand personality. A good brand name gives a good first impression and evokes positive associations with the brand. A positioning statement tells, in one sentence, what business the company is in, what benefits it provides and why it is better than the competition. Imagine you're in an elevator and you have 30 seconds to answer the question, "What business are you in?" Brand personality adds emotion, culture and myth to the brand identity by the use of a famous spokesperson (Bill Cosby - Jell-O), a character (the Pink Panther), an animal (the Merrill Lynch bull) or an image (You're in good hands with Allstate).

Brand associations are the attributes that customers think of when they hear or see the brand name. McDonalds television commercials are a series of one brand association after another, starting with the yellow arches in the lower right corner of the screen and following with associations of Big Mac, Ronald McDonald, kids, Happy Meal, consistent food quality, etc.

Benefit of branding:

For smaller companies, well-focused and consistent attention to branding, and to creating favorable, memorable positioning of your product/service in the minds of prospects and

customers is the most effective way to compete, to rise above the static and become a factor in the competitive arena in which you've chosen to participate.

Brands have benefits for both, the brand owners as sellers and the customers:

Benefits of a brand for	
Sellers	Customers
✓ Identifies the companies products, makes repeat purchases easier ✓ Facilitates promotion efforts ✓ Fosters brand loyalty – stabilises market share ✓ Allows to charge premium prices and thus to get better margins ✓ Allows to extend the brand to new products, new markets and to new geographic areas ✓ Can communicate directly with the customer, reach over the shoulder of the retailer ✓ More leverage with middlemen ✓ Is more resistant to price competition ✓ Can have a long life ✓ Is more forgiving of mistakes	✓ Helps identify products ✓ Helps evaluate the quality of a product ✓ Helps to reduce perceived risk in buying, provides assurance of quality, reliability etc. ✓ Is dependable (consistent in quality) ✓ May offer psychological reward (status symbol) ✓ “route map” through a range of alternatives ✓ Saves customer time ✓ Is easier to process mentally

(Dibb (1997), Biel (1990), Murphy (1990), Court (1997))

With this potential a brand can offer an important competitive advantage for a seller who has decided for a differentiation strategy. Even in markets with many similar products or services a brand can provide some sort of uniqueness to a certain product. Depending from

the strength of a brand the branded product thus can be positioned towards a more monopolistic situation.

With all these characteristics a brand is important in an organisations marketing mix. Although it is basically a certain feature of the category "product", it influences every component of the marketing mix:

- The product gets a higher value in the perception of the customers.
- This influences the pricing policy in the way that often a premium can be charged.
- The promotional strategy and mix will be different because it is more focused on the brand than on the individual product. For instance the introduction of a new product under a well established umbrella brand requires a very different promotion campaign than the introduction of a new brand or an unbranded product.

The decision for the place and the marketing channel is influenced because a branded product with a higher perceived value might be placed in an environment that is well related to the brands personality, e.g. gourmet shop vs. food department in a supermarket.

Importance of branding:

Branding has taken on a greater significance in the past decade as companies begin to see their brands as assets - as valuable and as tangible as their factories and patents. So brands have become more than marketing slogans and icons today: they are now closely monitored by the CEO and CFO, and assessed by industry analysts and pundits.

Yet many business-to-business marketers and service providers do not practice, or even appreciate, the value of branding in their businesses. The truth is every business, even a commodity supplier, is building a brand through their actions and their presence even if that brand is not being intentionally created and nurtured. They acquire a "position" in the minds of customers and prospects, a position or identity based on exposure and experience with the provider in the context of a competitive marketplace.

Additional considerations:

Some decisions about branding are required at the outset. For instance, should the corporate name be branded and promoted, and if so, to what extent. If products and services are also branded, what should be the balance between the two. Then, how do acquisitions and mergers affect brands? If brands are indeed assets, how can they best be managed when merged into another corporation?

Nomenclature systems can help an organization keep track of brands within a structure of divisions and subsidiaries, but don't expect customers to become familiar with, or even interested in, your artificial and internal organization.

As has been suggested, branding is interactive with customers perceptions and expectations making a large contribution to the identity, and certainly the position, of a brand.

Elements of branding:

The following are elements that should be considered and incorporated into your branding strategy. They will take on a different mix of importance depending on factors such as product life cycles, competitive activity, importance to consumers, loyalty patterns of consumers, commodity/custom perception and others. But within this product environment, these elements will all have to be addressed.

- Existing perceptions of the product category by target market segments.
 - Existing structure and infrastructure in this product category.
 - Competition for the same dollar from other product categories.
 - Product attributes deemed important to target market segments.
 - The positions currently occupied by you and your competitors in the collective minds of target market segments.
 - Product differentials, real or perceived by target market segments.
 - Corporate images of the marketers of products in your category.
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- Expectations of buyers about products in your category.

- The programs, activities and policies in support of your brand. They include names, logos, packaging, slogans, ad content, ad media, ad specialties, trade shows, contests sponsored, public relations, literature, promotions, events sponsored, distribution channels used, charities and causes supported, web site activity, guarantees, return policies, co-branding activities, graphic standards, customer relations policies and personnel, audio symbols/themes, trade association and standards committee participation, and any other activities that provide exposure of the brand to your markets by you and by your competitors.
- Relation of a particular brand with other brands from the same company (line extensions, brand adaptations, co-offerings etc.).
- Budget and financial considerations.
- Product expectations for volume, profit, longevity.

The mix of elements and environment make branding a complex and ongoing activity, but it can lead to focused, consistent, powerful and cost-effective marketing performance, which in turn can lead to, increased market share and profits

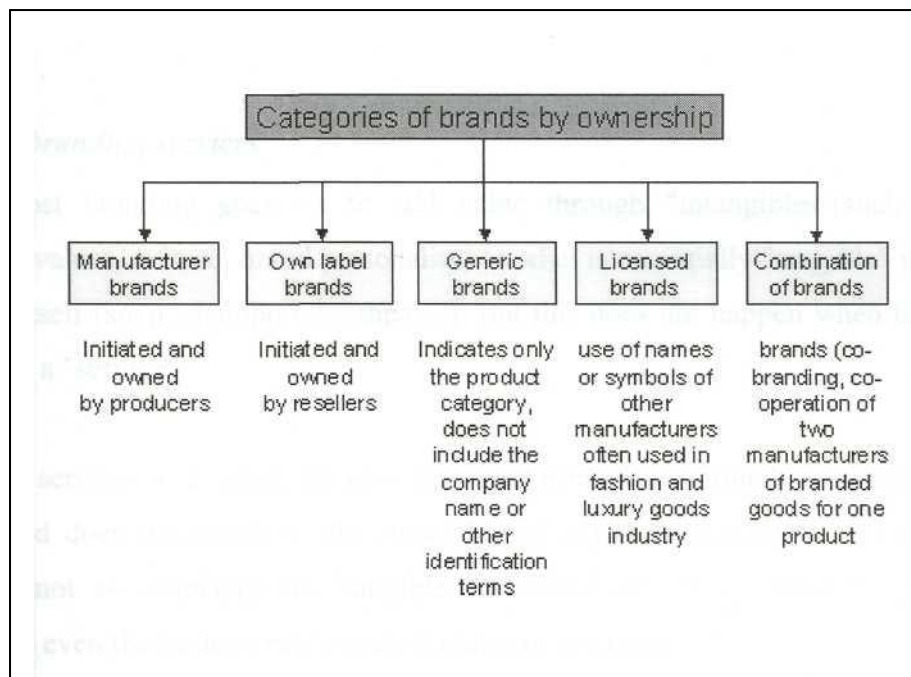
Branding strategies

Besides the more general decision for the use of brands the decision for the branding strategies is important. There are several aspects to be considered:

- Ownership of brands
- Structure of brand systems

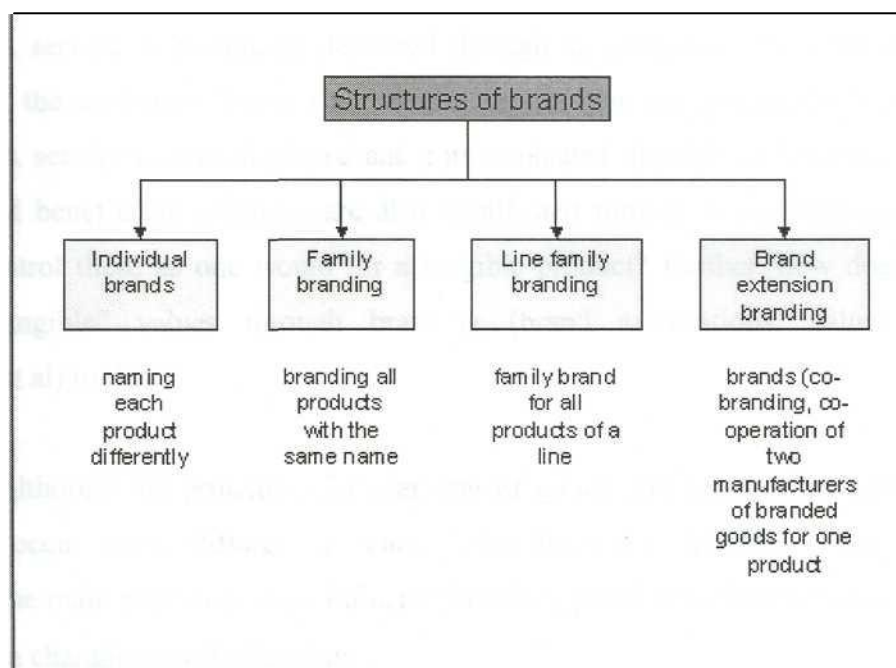
Regarding the ***ownership of brands***, Dibb (1997) and Kotler (1999) differentiate between five categories. These decisions need to be taken carefully. They offer not only large opportunities but also various risks. See Fig 1.6 depicts the different categories of brands by ownership.

Fig 1.6 Categories of brands by ownership.



The **Structure of brand systems** describes how an organisations products and brands are related. Dibb (1997) distinguishes between; See Fig 1.7 for different structures of brands.

Fig 1.7 Structures of brands.



BRANDING FOR SERVICE INDUSTRIES

Reasons for branding services

Most branding goes on to add value through "intangibles"(such as brand associations, values, culture, brand personality) to what is essentially "tangible" in terms of the product itself (soap, shampoo, toothpaste). But this does not happen when the product in question is a "service".

A service is a deed, process and performance (Zeithmal and Bitner). It is intangible and does not result in the ownership of anything. It cannot be standardized. Services cannot be displayed as "tangible" products can. It is therefore difficult to communicate even the basic benefits and attributes of a service.

The success of any brand lies in consistently delivering "value" over a period of time. Such consistency is possible in the case of a "tangible" product that is homogenous, standardized, readily displayed and communicated. But how does one manage this aspect of consistency when the product in question is intangible or a "service"?

A service is essentially delivered through an interaction between the service provider and the customer. When you brand a service you are essentially branding this interaction. A service is also displayed and communicated through such interactions. The attributes and benefits of a service are also manifested through these interactions. How does one control these as one would for a tangible product? Further, how does one add further "intangible" values through branding (brand associations, values, culture, personality, et al) to this?

Although the principles for branding of goods and services are generally the same there occur some differences. These arise from the different natures of both categories. The main differences that influence branding policies are that services

- have a changing level of quality,

- the consumer has to become involved in the consumption of a service actively,
- they are intangible and not storable.

When a brand in general gives the consumer more confidence in his choice this is even more important for services. Their quality and other features are more difficult to assess. Because of their intangibility and complexity it is harder for the customer to distinguish between the offers from the wide range of service companies operating in the market place. This especially applies to the market of accounting, auditing and consulting where consolidation and globalisation increase competition.

Drivers for the use of branding in the consulting industry

Often new products and new markets have been developed by "buying in", by buying the expertise and the access in the form of other firms. For many small and medium consulting and auditing firms it is attractive to join the association (in most cases) of one of the large players for the following reasons:

The form of an association with independent member firms allows to retain a level of individuality - although in some cases this is not long lasting. The membership in a large powerful firm gives a competitive advantage (reputation, access to knowledge, access to new markets, higher market share, cost savings through sharing resources, e.g. for training and recruitment etc.). Partners of these smaller firms are often offered to become partners in the large firm. For a long time the industry did not put much effort in the development of brands.

In the last years the industry has seen some developments that required new strategies:

- **Globalisation:** A global client needs a global auditor because companies are legally required to prepare consolidated financial statements including all subsidies around the world. This is much easier if you have all subsidies audited by the same firm. In addition global clients have a high need for specialised consulting. They often

prefer a consultant that is as global as they are to get more expertise and consistency.

- ❑ **Stagnation in the core business:** The traditional consulting business does not show high growth rates. An individual firm's growth can mainly be achieved at the expense of competitors.
- ❑ **Growth in consulting services:** On the contrary to the auditing business there is an enormous growth for consulting services. The accounting firms have traditionally done some consulting and now they developed these activities aggressively. This had two results:
 - **A growing variety of services offered** - these new products had to be communicated to existing and potential clients. Accounting firms came into direct competition with the traditional consulting firms which had their own brands and reputation.
 - **Need for qualified people:** With the development of new products/services all firms needed much more highly qualified people. Recruitment became an important issue.

For the consulting industry excellent quality is not a means to get a competitive advantage, it is an important requirement for any success at all. A large variety of services are important; but the customer will perceive it only in the moment he needs a certain service.

Brand structures for services industries

As for services, literature suggests to use the company's name - a so called corporate brand - as the overall family brand for all the services offered. Murphy (1990) calls this the "monolithic approach". He argues that especially for companies which offer an enormous array of services (e.g. consultants, banks) corporate names must be used to deliver more generalised benefits of quality, value and integrity. Chernatony (1996) comes to the conclusion that corporate brands are a crucial means to help make the service offering more

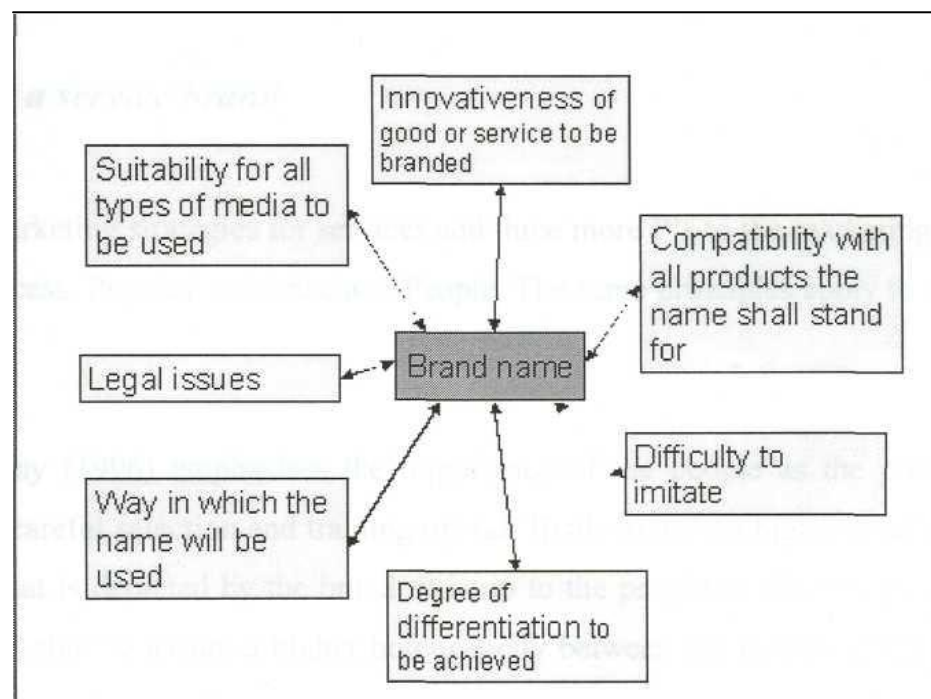
tangible in consumers minds and can enhance consumers perceptions and trust in the range of services provided by the company.

One disadvantage of corporate brands is, little opportunity for developing second or sub-brands for differentiated product lines- applies more to branded products. However Murphy (1990) states that many companies have chosen an approach of "local autonomy but group-wide coherence" as a system whereby individual divisions and products are largely free-standing but mention is made in all literature and on all stationery and products that "company A is member of the XYZ group".

Choosing a brand name

The decision for a brand name has to be taken carefully because it can have a long term influence on the success of the branded product or - in the case of a corporate brand - of the whole company. Murphy (1990) and Dibb (1997) give a list of factors to take care for; Fig 1.8 represents the various factors to be considered in choosing a brand name.

Fig 1.8 Factors to be consider in choosing a brand name.



To pick out one issue of the process of developing a brand name, there is a big choice in the spectrum from descriptive to freestanding names which are often artificial words with no obvious relation to the good or service. Free standing or arbitrary names are more suitable if they are to stand for a variety of services since there is no initial association with this name. In addition they are the potentially strongest form of trademark in legal terms (Murphy 1990).

As for professional services firms, a common theme in the brand names is the use of the company's founder's names. For instance the name KPMG stands for Klynveld, Peat, Marwick and Mitchell, Goerdeler. In the process of the merger between Price Waterhouse and Coopers & Lybrand they had to develop a new name for the new company that would exploit the reputation and heritage from both old names. This was important for the relationship with the existing customers as well as for the relationship with all employees. The result was the name PricewaterhouseCoopers. This corporate name is formed out of three names of founders of companies where the new company originates from (Price, Waterhouse, Coopers). Both names are completely freestanding. That's why they properly address the issues of suitability for different media, different markets and cultures and different products as well as the issue of imitation and legal protection.

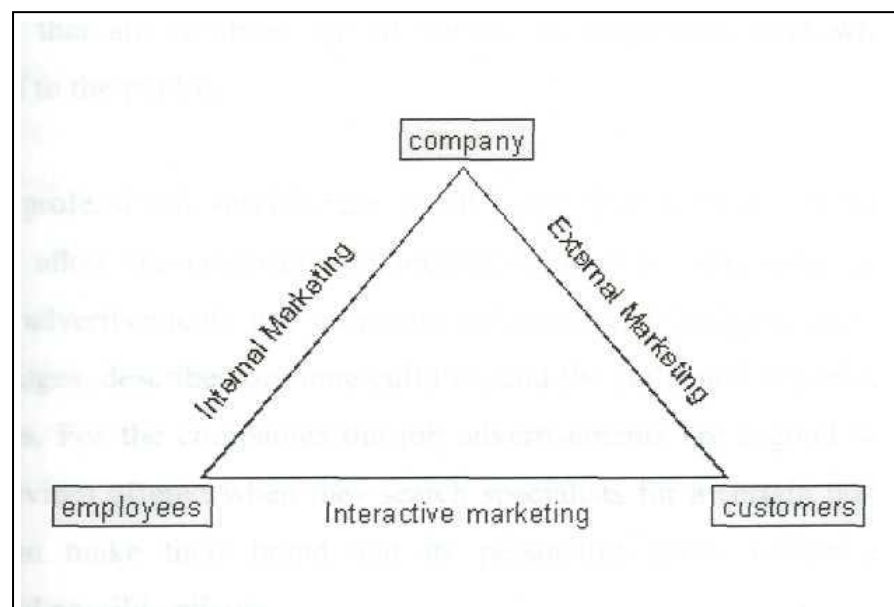
Marketing a service brand

In general marketing strategies for services add three more P's to the marketing mix, which stand for Process, Physical evidence and People. The same principles apply to the branding of services.

De Chernatony (1996) emphasises the importance of the people as the provider of the service. The careful selection and training of staff firstly assures a higher level of quality of the service that is depicted by the brand. It is up to the people to give the processes more reliability and thus to assure a higher homogeneity between the quality of the service and

the personality and message of the brand. Furthermore people have contact with the customer. They have to be aware of the brands objectives so that they can "live them" and communicate them to the customer. It is not enough to communicate the message of the brand externally to the customer; the first step has to be internal communication. Fig 1.9 represents the relationship between the customers, employees and the company.

Fig 1.9 Relationship between the customers, employees and the company.



Here the principles of internal marketing play an important role. Staff is seen as the first customer of the brand. Kotler (1999) typology of marketing in service industries applies equally to the marketing of brands in service industries:

The theme here is that the customer not only receives the message from the company's external marketing activities, but also the message from the behaviour of the staff he has contact with. The impression the customer gets from the service, from the company and thus from the personality of the corporate brand is also influenced by the friendliness and responsiveness of staff, their perceived qualification and how the staff "lives" the philosophy of the corporate brand.

The element of physical evidence is about the environment in which the service is offered and consumed, it is about the customers "feelings" (Dibb 1997). As for branding services, the physical evidence is closely related to the personality of the brand, which can be described as an emotional bond to the customer that grows out of the perceived characteristics of the brand. To give the service a differentiation advantage it is important to create a distinguishable atmosphere that the customer can relate to the service provider. This can be achieved by the use of corporate brand signs, corporate colours and several other themes that are common for all outlets, all employees everywhere the company presents itself to the public.

Job ads for professional services are much more than a means of attracting qualified people. They allow the companies to present themselves with some unique personality. Today's job advertisements use corporate colours and logotypes, they tell little stories, transfer messages, describe corporate cultures, and the skills and experiences of the people in these firms. For the companies the job advertisements are a good way to present the variety of services offered when they search specialists for a certain position. In that way the firms can make their brand and its personality more known amongst possible employees and possible clients.

Processes are very important in services industries since in most cases the customer is directly involved in the processes. Aspects that especially apply to the auditing and consulting industry are extremely high quality, confidentiality, timing/availability, consistency and the avoidance of the abuse of insider knowledge. The internal processes that assure these characteristics are less important for the customer. For him it is important that these characteristics are met. Again a brand can provide more confidence in the choice of a service provider. It allows to identify a provider with a good reputation for high quality processes and results. As with most other services the quality of the auditing or consulting processes cannot be tested in advance.

On the other hand, even if necessary, there are dangers in relating a brand too closely to the quality of processes. Poor quality in only one single case can affect the whole brand. We can see that the processes that deliver the service closely relate to consistency as one of the issues customers value in brands.

Conclusion

The above prologue about brand, branding of product and branding of services has shown that a strong brand can be an important means of differentiation. It increases the value of a product and/or its provider and helps the consumer to make his choice.

Thus a brand is highly valuable for services that don't have any physical characteristics the consumer could look at, touch and assess. In service industries often the company's name is used as a corporate family brand for all services offered. This approach allows to transfer the reputation and fame of one service to others. In addition it allows to transfer the personality and the created physical evidence of the brand to all services. This is especially important since it is much more difficult to give personality and evidence to services than to goods.

In the accounting and consulting industry there is a growing trend to exploit and further develop the existing brand values of the big names. These brands are featured by a homogenous set of messages, ideas, values, visual aids and communication tools. With these efforts the organisations can raise awareness of themselves and the variety of services offered, to improve their market position and to attract qualified people.

1.3 INTRODUCTION TO POSITIONING

The term, "Positioning" has been used in a marketing context since the late 1970's. Since then it has been used and redefined, often by those who missed the point of what positioning really is and its significance.

Positioning defined:

When Al Ries and Jack Trout labeled and defined the term "positioning" in their breakthrough book, *Positioning: the Battle for Your Mind*, they stated anyone in any business will establish a "position" in the collective mind of their customers and the prospects who know about them. That position is built through the accumulation of contacts with the company and its competitors, through their experiences and their impressions based on everything from the color of a salesman's tie to the overnight express service they use.

In other words, the position is built through the sum of all the exposures, direct and indirect, positive and negative, that customers experience about you and your competitors. Customers will judge and then label a company/product/service based on these exposures, and it's extremely difficult to dislodge that label once established, whether it be positive or negative.

Competitors compound the problem because they, too, have made impressions and have occupied specific positions in the collective customer mind, and they are almost impossible to dislodge. Trying to occupy a position preempted by a competitor is next to impossible. Customers tend to "pigeon hole" and rank suppliers, and only through a major event or circumstance will they wish or need to reevaluate their initial opinions.

So positioning is not, as many people interpret it, something a marketer can fabricate in a vacuum, or on a neat cluster analysis based on product features, price and quality.

Positioning is all about the perception of your brand in the minds of those who populate your target market(s) as juxtaposed to the perceptions of your competitors.

Competitive arenas - product categories:

If you wish to occupy a favorable position in your customers' and prospects' minds, it's best not to attempt to try to unseat a competitor from their established position. Rather, attempt to find an equally positive, unoccupied position. If this is not possible, or if you're seeking a leadership role in a product category, try to reposition your product in another category or create a new category in which to compete.

For example, in the mid 1970's, Tektronix had a hefty lead over Hewlett-Packard in the analog oscilloscope market. Both companies introduced "digital oscilloscopes" in the same time frame, but H-P established a different playing field by naming a category, "digital analyzer", and forcing Tektronix to compete in this new category where Tek and H-P competed as equals for awhile. H-P became the undisputed leader in the new category in less than two years.

Positioning in action:

By determining what attributes of a particular category of product or service are important to customers, and measuring how individual companies rank in these attributes, the positions of the competitors can be determined. Their strengths and weaknesses are exposed. Thus, you can identify positive, important positions which are unoccupied (customer needs not being adequately met). You can also determine which positions to steer clear of because of entrenched competition. Moreover, you will be able to differentiate your offerings from competitors in a way that's meaningful to customers.

Positioning Research Process

Knowledge of competitive positions and the categories in which competitors perform is important in establishing a desirable and defensible position. A hypothetical competitive positioning analysis follows. It begins with identifying attributes that are consumer motivators within product/service categories. These can be weighted according to consumer rankings of importance, but in the example below all attributes are assumed to be equal. Research determines how competitors are perceived against each attribute. Attributes are paired and competitor scores plotted to assess relative strengths and to identify unoccupied positions. Decisions on how to best position a new product/service comes from this activity.

Chapter2

RESEARCH DESIGN

"A research design is the specification of methods and procedures for acquiring the information needed. It is the overall operational pattern or framework of the project that stipulates what information has to be collected from which resources and what procedures".

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analyzing of data. As such the design includes an outline of what the researchers will do from writing the hypothesis and its operational implication to the final analysis of data.

It is the blue print for fulfilling objectives and answering questions. Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. Infact, research is an art of scientific investigation. It is any organized inquiry carried out to provide information for solving problems.

2.1 BACKGROUND TO THE RESEARCH:

Marketing research is an essential component of any successful corporate marketing endeavor. Research allows executive decision makers to validate assumptions and test new business ideas before making major investments in time and capital, thus reducing risk and cost. Research allows organizations to obtain new ideas for products, services, and business processes that directly meet evolving customer needs.

Research arms marketing professionals with the customer and market feedback needed to develop effective, targeted strategies and tactics, and to test both prior to and after launch to gauge effectiveness. Research allows companies to make critical decisions based on hard data versus conjecture and guesswork.

A brand is the psychological and emotional identifier that gives a company value. It is a strong, consistent message about the value of a company and branding is the process of creating a brand. Whereas positioning is all about the perception of a company's brand in the minds of those who populate the target market as juxtapose to the perceptions of the company's competitor.

Brands are mostly seen as the province of marketing and communication departments. Traditionally this is because the development of brands has been focused on external advertising and promotion. Yet in many businesses, image and relationships are formed by the interaction between employees and customers. This suggests that branding

should concentrate on employees and connecting them with the brand idea. This is only partly a marketing/communications role.

More significantly it is a human resources activity. It is about selecting the right people, developing their skills, building commitment and nurturing talent. It is about enhancing intellectual capital. As the writers, Edvinsson and Malone say, " It (intellectual capital) alone recognizes that a modern enterprise changes so fast that all it has left to depend on is the talents and dedication of its people and the quality of the tools they use."

When branding within organizations is more specifically associated with intellectual capital, rather than just the development of logos or advertising, which tends to be the assumption of many employees, then brands will be seen as central to the development of organizational value. Some organizations are already exploring this by developing 'living the brand' programmes, which focus on integrating communications, human resources and other functions. When this is done effectively the brand becomes valuable for both employees and customers.

Therefore, taking the above into consideration I have tried to congregate collectively the acuity and view of QSIT's employees and customers about the brand value and awareness that QSIT has, with the help of online questionnaires, telephone interviews and face-to-face interviews. An internal brand assessment questionnaire was administered to a sample of 10 employees of QSIT and external brand assessment questionnaire was administered to a sample of 25 software professionals belonging to different IT and ITES companies.

This project is aimed:

- To understand the brand value that QSIT has in the industry
- Develop branding and positioning strategies by understanding the awareness of QSIT and its services among the target market
- Formulating strategies that would help QSIT to build a strong brand value.

The research was conducted keeping in mind that branding and positioning are ongoing processes.

2.2 STATEMENT OF PROBLEM

PROJECT TITLE: *A study on Branding and Positioning Strategies for QSIT (Quality Solutions for Information Technology).*

The basis of this project is to understand the brand value that QSIT has in the industry, develop branding and positioning strategies by understanding the awareness of QSIT and its services among the target market and formulating strategies that would help QSIT to build a strong brand value.

A brand is the psychological and emotional identifier that gives a company value. It is a strong, consistent message about the value of a company and branding is the process of creating a brand. Whereas positioning is all about the perception of a company's brand in

the minds of those who populate the target market as juxtapose to the perceptions of the company's competitor. The research was conducted keeping in mind that branding and positioning are ongoing processes.

2.3 NEED AND IMPORTANCE OF THE STUDY

This study, which was carried out on behalf of QSIT Pvt. Ltd. was aimed

- To understand the brand value that QSIT has in the industry
- Develop branding and positioning strategies by understanding the awareness of QSIT and its services among the target market
- Formulating strategies that would help QSIT to build a strong brand value. Hence, the study will form a basis for recognizing the various strategies to be implemented during the launch.

At the end of the project I was able to understand the brand value of QSIT and its services in the industry. I was also able to suggest and recommend strategies to QSIT to improve its branding and positioning based on the findings of the analysis completed.

A brand is the psychological and emotional identifier that gives a company value. It is a strong, consistent message about the value of a company and branding is the process of creating a brand. Whereas positioning is all about the perception of a company's brand in the minds of those who populate the target market as juxtapose to the perceptions of the company's competitor.

If the positioning is apropos it results in positional advantages that are generally manifested as either superior customer value or lower relative costs. All firms attempt to establish positional advantages, but they may not succeed; however, all do establish competitive positions in the market. Competitive positioning, in turn, affects the performance of the product in the marketplace.

2.4 SCOPE OF THE STUDY

The scope of study is confined to suggesting branding and positioning strategies and understanding the brand value of QSIT in the industry. The study limits itself to a sample of 25 software professionals working in IT & ITES companies in Bangalore for the external brand assessment and a sample of 10 employees working in QSIT for internal brand assessment.

2.5 OBJECTIVES OF THE STUDY

- To understand the importance of brand image for a company.
- To understand the brand value that QSIT has in the industry
- Formulation of branding strategies that will help QSIT build a strong brand value.
- Formulating strategies that will help QSIT position itself in an enhanced way.
- To understand the views of employees about QSIT's brand image.

2.6 TYPE OF RESEARCH

DESCRIPTIVE RESEARCH

Descriptive research includes surveys, fact-findings and enquiries of different kinds, the major purpose of which is to describe the state of affairs, as it exists at present. In social sciences and business research we quite often use the term ex-post facto research studies. The main features of this method is that the researcher has no control over the variable and can only report what has happened or what is happening.

2.7 SAMPLING DESIGN

SAMPLING TECHNIQUE

The type of sampling method used here is Simple Random Sampling, where the researcher has selected the most accessible sample size from which information can be obtained.

SAMPLE DESCRIPTION

Internal brand assessment questionnaire was administered to a sample of 10 employees of QSIT and external brand assessment questionnaire was administered to a sample of 25 software professionals belonging to different IT and ITES companies.

2.8 METHODS OF DATA COLLECTION

Primary data for research can be collected in four ways i.e. Observation, Focus group, Survey and Experiments. For this study, the survey research using questionnaire has been conducted to collect the primary data. The task of data collection begins after a research is chalked out. Questionnaires were circulated to get responses from the software professionals and employees of QSIT.

A **questionnaire** is a list of questions administered on the respondents after perfecting them. It secures standardized results that can be tabulated and treated statistically.

DATA SOURCES

Primary Data

Primary data is the data collected first hand either by the researcher or by someone else especially for the purpose of the study. Primary data for the survey was collected using a structured questionnaire, online questionnaire, face-to-face interview and telephone interviews. The questionnaires were used to interview software professionals and employees of QSIT.

Secondary Data

Secondary Data are those, which are collected from some earlier research work and are applicable or usable in the study, researcher has presently undertaken. For this research secondary data was collected from

- Market and industry reports
- Trade and industry magazines
- Internet & Nasscom

2.9 RESEARCH INSTRUMENT

A Questionnaire with open end and close end questions was designed for the study.

2.10 TYPE OF SCALE

The type of scales used here is the **Simple Category Scale** and **Multiple Choice Single Response Scale**. The Simple Category Scale has two response choices, they are yes and no but could also be *important* and *unimportant*, *agree* and *disagree* or another set of discrete categories if the question is different. When there are multiple options for the rater and only one answer is sought, Multiple Choice, Single Response Scale is appropriate. Both this, and simple category scale produce nominal data.

2.11 DATA ANALYSIS

The Marketing research process is to extract pertinent finding from the data. The researcher tabulates the data and develops one-way and two-way classification. In this study the data collected through questionnaires are edited and classified according to

attributes. Tabulation is done with the help of tally sheets and from these, tables were drawn and percentages in each class were calculated. Bar and Pie charts were drawn based on the percentage calculated and the data is analyzed and interpreted.

2.12 LIMITATIONS

Every study is bound with limitations and therefore this study also has its own limitations.

- It's a one time study.
 - The study was restricted to Bangalore city and the findings may not be applicable to other geographical locations.
 - Non-coverage error because of the inadequacies in the sampling design.
 - Field error, the respondents could have given exaggerated information.
 - A sample was only studied. But different audience may have different opinions.
 - Persuading the respondents to answer the questionnaire was not an easy task.
-
- The survey was conducted with limited knowledge and there could be a possibility of errors, which could go unnoticed in the process of research.
 - Some common pitfalls such as Halo Effect, Central Tendency, Leniency, Bias and Spillover would have occurred while collecting data through questionnaires.

Chapter 3

COMPANY PROFILE

INTRODUCTION

Quality Solutions for Information Technology Pvt. Ltd. (QSIT), the Knowledge Corporation, is a hub for Process and Quality Consulting Services, high-end Training and Certification Programs in Software Engineering and Management.

With every passing day the professional service, business is growing. However, all together taking a new dimension with most of the professional service companies moving away from the earlier "Inward out" philosophy to "Outward in" philosophy. QSIT being a professional service company uses this "outward in" philosophy. This very activity is differentiating it from the rest of the market. The study aims at learning this

evolving culture at QSIT, wherein, the process, people, and technology; keeps the customer at the core.

Quality Solutions for Information Technology Pvt. Ltd.(QSIT) was incorporated in June'2002 with its head quarters at Bangalore, India. It is providing its services in India, China, Vietnam, Thailand, and other Far East Asian countries. QSIT Consultants, Assessors and Faculty are highly qualified and have extensive experience in Consulting, Training and Implementing Quality and Testing Systems in leading organizations across India, USA, Australia, China, Singapore, Russia, Thailand, Vietnam and Panama

QSIT is a Core Value based, Vision driven, Mission focused organization that is providing services with highly qualified, experienced professionals with proven credentials. At present, QSIT's service suite is grouped into four categories from the user point of view. In brief, QSIT is providing end-to-end services in Process consulting and Assessment, and Training and Development.

BACKGROUND OF THE COMPANY

Quality Solutions for Information Technology Pvt. Ltd. (QSIT) was incorporated in June 2002 with its head quarters at Bangalore, India. Mr. Arunkumar Khannur- MD of QSIT along with Mr. Suresh Mittal-COO of QSIT planned to establish this firm. Mr. Khannur did not have his own work place and he was sharing Mr. Mittal's cabin in Mittal Towers.

With a small capital of 20 Lakhs, he managed to open QSIT as the associate partners of Cara STI knowledge, Pune. He then started his own office in Mittal Tower and started appointing people for further expansion of the business. At present it is providing its services in India, China, Vietnam, Thailand, and other Far East Asian countries.

VISION

QSIT will be a SERVICE PROVIDER OF CHOICE in the IT & ITES related Training & Development, Process Consulting, and Audit/Assessment.

MISSION

"Preparing and promoting Organizations and Individuals to excel by sharing, inspiring, collaborating, and connecting through Process, Training and Development services."

TEAM QSIT

Team QSIT is probably one of the best pools of talent available locally today. QSIT has a panel of experts with proven credentials. Team QSIT comprises of experienced trainers, consultants, and lead assessors - all experts in their fields with credentials to prove it.

Each one of them from the team QSIT has worked for highly reputed companies. Some of our employees have lead companies across the globe in software process improvement,

CMM/CMMI based programs and Management areas. Team QSIT members work with operational autonomy and passion. The expertise, experience and sheer enthusiasm of their trainers ensures the transfer of an impressive amount of skill, which is effortlessly put to use at work by the professionals who have trained with them.

Based on the needs and wants of the client, they are in a position to extend any level of service based on alliances and an understanding with many internationally reputed consulting houses. Members of Team QSIT and its associates have worked as employees for companies like MOTOROLA, WIPRO, TATA INFOTECH, DELL, SATYAM, QAI, etc.

QSIT's Service Suite:

If you are in the Information Technology (IT) or the Information Technology Enabled Service (ITES) sector and looking for someone who is competent enough to address your needs in:

- Process Definition and Assessment Services in ISO, CMM, and CMMI
- All types of IT related Training and Development Services
- Training and Education Services in Software Process Improvement, Project Management, Software Engineering and Management
- Mercury Test Automation Tools Training on WinRunner, Quick Test Professional (QTP), Test Director, and LoadRunner.
- Conferences and Colloquiums

In brief, you find Quality Solutions for Information Technology (QSIT) as your best local partner -your single stop end-to-end service provider.

QSIT'S VALUE SYSTEM

QSIT provides our services with

- The Highest Integrity And Courtesy
- Professionalism
- Competitive Cost
- Adding value through our International Experience
- Ensuring Better Market Positioning

Work (with the) objectives that include:

- Keep Customer and customerization at the core in doing whatever we undertake.
- Align and integrate efforts to meet and exceed customer expectations.
- Make realistic use of time and money.

- Identify and achieve our scope for successful implementation.
- Focus on technically doable and straightforward solutions.

Will achieve our mission by continuous improvement in:

- By aligning and connecting Organization to processes for business value.
- Generating and disseminating knowledge that benefits individuals, organizations, and society.
- Providing educational programs and experiences that prepare individuals to make sustained contributions to organizations and society in a global, diverse, and dynamic environment.
- Developing an individual's: skills that include technical and managerial skills in IT and IT Enabled Services domain.
 - a) Ability to adapt to changing technology,
 - b) spirit of entrepreneurial innovation, and
 - c) ethical and professional values.
- Exploring the model-based process related theory and practice of organizations and businesses, and expanding the knowledge upon which they operate.
- Fostering a spirit of partnership with all our constituents based upon mutual respect, trust, and benefit

We regularly improve our services to increase the performance by continuously measuring

- Reliability
- Responsiveness
- Assurance
- Empathy
- Tangibles

Promise: "Providing service with value at competitive prices with integrity and Human values."

Service with Excellence: Client centric, value driven service with *professional and personal excellence*

International Expertise: Service by highly experienced, internationally reputed team with proven credentials

Social Responsibility: *Sharing, growing, and helping to grow by contributing to society*

Best Customer Care: Strong local support ensuring the best, dependable, and responsive customer care

Customized Service: Context sensitive process consulting and customized trainings to meet the needs of the client

Value for Money: *Competitive cost, customer centric service with conviction, passion, professionalism, and integrity*

Aligning Processes for Business Value: *Process consulting that ensures enduring process culture for Business value*

Core Values

"We commit to these values to guide our decisions and our behaviors: Core values inspire us to do our very best at all times.

- **Highest Standards of Integrity:** We employ the highest ethical standards, demonstrating conviction, truth, justice, trust, and respect to human values in dealing with our employees, co-workers, clients or supplier.
- **Service before Self:** Service before self ensures that professional duties take precedence over our personal desires, customer focus takes precedence over organization focus.
- **Courtesy and Mutually Beneficial Relationships:** We treat all of our internal and external customers with courtesy. We respect them as partners in creating enduring value.
- **Execution Excellence:** We strive for excellence in whatever we do and how we do. We are committed to continuous improvement and ever-increasing aspirations.
- **Commitment to Quality:** We provide our services by implementing quality as the first and foremost aspect at individual, at client, and at service level."

Organizational Guiding Principles

"We will achieve results with the highest integrity, while enhancing the customer and vendor experience and associate success.

- **Service with Excellence:** Client centric, value driven service with professional and personal excellence
- **International Expertise:** Service by highly experienced, internationally reputed team with proven credentials

- **Social Responsibility:** Sharing, growing and helping to grow by contributing to society
- **Best Customer Care:** Strong local support ensuring the best, dependable, and responsive customer care
- **Customized Service:** Context sensitive process consulting and customized trainings to meet the needs of the client
- **Value for Money:** Competitive cost, customer centric service with conviction, passion, professionalism, and integrity
- **Aligning Processes for Business Value:** Process consulting that ensures enduring process culture for Business value"

QSIT Partners:

QSIT understands that in the emerging global market there is an ever-increasing demand for collaboration and cooperation. By recognizing this, they have already established an understanding with many companies within and outside our country to create value or to

extract value. With this, clients of QSIT partners get the global expertise and local support in their endeavor to be process centered company. However, their corporate purpose, vision, and values form the basis in all such collaborations. Here too, service quality and lasting value stand as prerequisites. With their consistent and continuous efforts of building a Global Company, they have collaborations, representatives, and an understanding with many companies.

In addition to this, QSIT maintains a database of trainers and high-end consultants who help render services par excellence.

QSIT's Growing Clientele Includes

Accenture . . . Accelrys . . . Adaptec . . . Applabs . . . Celstream . . . CMC Ltd.
..Commerce Velocity D-Link . . . DSL . . . Fortuna Technologies . . . GESL . . . HCL ...
HP ...Hughes Software..... i2..... IBM . . . Infinite Solutions . . . Intel . . . Intelligroup
Asia . . .Intellinet. . . Keane India . . . Lucent. . . Macfee . . . Mahindra Consulting . . .
Marlabs . . . Mentor . . . Mindtree . . . Motorola . . . Mphasis . . . NAI.. . Network
Solutions ... Oracle . . . Perot Systems . . . Philips . . . PlanetAsia .. . Proxim ... Robosoft
Technologies ... Sage .. . SAP Labs . . . Sharp . . . Siemens . . . Silver Software . . .
Talisma... .Tavant. . . Torry Harris . . . Trivium . . . Vinciti AQ . . . vMoksha . . . Wipro ..
.And many more...

3.1 QSIT SERVICE SUITES

QSIT'S SERVICES

CONSULTING

The QSIT Service and Consulting Approach are framework and model based. As such, it depends on the following:

- Software Engineering Institute's Capability Maturity Model for Software vl.1 or Capability Maturity Model Integrated SM vl.1
- IDEAL model is registered Trade Mark by Software Engineering Institute

All consulting and assessment assignments in QSIT are executed within the framework of its Quality Management System (QMS). The QSIT QMS requires assignments to be broken up into phases.

- Software Process Improvement Framework
- CMM/CMMI Consulting Activity Flow Diagram
- QSIT's CMM/CMMI Activities Roadmap

TRAINING

Emphasis on

- Harmonious mix of lectures, games, role-plays and case studies based on the objectives of the training.
- Extremely participatory-leading to easier internalization of concepts
- Open, friendly, and relaxed atmosphere, which is most conducive to learning.
- Passionate and insightful trainers with contagious levels of enthusiasm.
- The FUN element to ensure that learning is memorable and as stress free as possible.

Courses on Process Improvement

- CMM /CMMI for Executives
- Capability Maturity Model for Software, Version 1.1
- Overview To CMMI-SE/SW/IPPD/SS Version 1.1
- Executives Role in CMM/CMMI based process improvement
- SEPG/PEG and QA in CMM/CMMI based Process Improvement
- Defining Effective Processes to Meet CMM/CMMI Requirements
- Implementing CMM/CMMI Level-2 and Level-3
- Measurements in different Levels of CMM/CMMI
- Internal Quality Audits

Courses on Methodology

- OOAD and UML
- Design Pattern
- OOAD, Architectural & Design Patterns
- Rational Unified Process

Courses on Software Engineering & Management

- Software Requirements Management
- Practical Software Project Management
- Software Configuration Management
- Delivering an Effective SQA Function
- Software Estimation
- Software Risk Management
- Software Requirements Engineering
- Software Testing for Programmers and Testers
- Software Testing for Managers and Leaders
- Technical Reviews
- Reviews and Inspection

- Effective decision making
- Concept of Process Tailoring in CMM/ CMMI
- Understanding CMM Level-4
- Statistical Process Control
- Defect Management and Prevention
- Causal Analysis and Process Improvement

CONFERENCES

- STeP-IN Summit - The International Conference on Software Testing
- SPM-ICON -The International Conference on Practical Software Project Management

ASSESSMENT

- CMMI® APPRAISAL METHOD FOR PROCESS IMPROVEMENT (SCAMPISM)
- CMM® - BASED ASSESSMENT (CBA-IPI)

CENTER FOR LEARNING AND CORPORATE LEADERSHIP

Programs offered fall into the broad areas of:

- Mind development.
- Creative visualization.
- Super Learning Skills & Behavior Process.
- Leadership & Self- Development.

Chapter 4

SAMPLE PROFILE

Following are the profiles of the 25 companies taken as sample for the external brand assessment.

1. Agere Systems Pvt. Ltd

Agere Systems is a global leader in semiconductors for storage, wireless data, and public and enterprise networks. The company's chips and software power a broad range of computing and communications applications, from cell phones, PCs, PDAs, hard disk drives and gaming devices to the world's most sophisticated wireless and wireline networks. Agere's customers include top manufacturers of consumer electronics, communications and computing equipment. Agere's products connect people to

information and entertainment at home, at work and on the road -- enabling the connected lifestyle.

As networks and network communications equipment become more complex, they believe that manufacturers of communications and computer equipment will increasingly value their ability to provide solutions for both optoelectronic components and integrated circuits, and their growing ability to combine these components and circuits into single products.

Agere Systems' integrated solutions bring key benefits to their customers, such as improved product performance, reduced product size and cost as well as decreased time-to-market.

2. Aztec Software

Aztec Software is a software and technology services company. Its specialty is software product development services that accelerate the creation of software products, reduce time to market and help make schedules predictable in order to better manage resources, predict costs, and reduce market and technology risks.

Founded in 1995, Aztec has completed more than 60 customer projects with globally known software companies like Microsoft, Cadence, IBM, JD Edwards, Novell and many more.

Aztec offers a wide gamut of services for software product development:

- Application development: Complete product development including architecture, design, and engineering
- Testing and QA: Thoroughly and efficiently testing applications under a variety of conditions and configurations
- Maintenance and support: All the services required to support post-launch software
- Migration and porting: Across application servers, databases and platforms
- Aztec also offers software application implementation services for enterprise IT including software development, migration, testing and QA, systems integration, and maintenance & support services.

Aztec completed its IPO in 2000 and is listed on the Mumbai Stock Exchange and National Stock Exchange in India. The company has its headquarters in Santa Clara, CA, with offices in London and an offshore development center in Bangalore, India.

3. Sasken Technologies

Sasken is an embedded telecom solutions company that helps businesses across the telecom value chain accelerate product development life cycles. Unlike other providers, Sasken helps client's speed product development through a unique combination of ready-to-use technology blocks and services along with unparalleled telecom experience. Some of the global Fortune 500 customers like Nortel, Nokia, Motorola etc. are part of Sasken's esteemed customer profile. Established in 1989, Sasken employs over 2000 people at offices in India, Canada, China, Germany, Japan, Sweden, UK and the U.S.

Committed to innovation, Sasken works with terminal device manufacturers, network equipment manufacturers, semiconductor vendors and network operators to help them get to market ahead of the competition and stay focused on new product development and manufacturing. With deep understanding of the telecom industry, access to current and emerging technologies, mature development processes, global resources and a proven track record, we create complete solutions to help clients succeed. Clients choose Sasken for our comprehensive range of application solutions and services, backed by a proven reputation for expert support and high quality.

Backed by ISO 9001 certification and assessed at SEI CMM Level 5, Sasken is driven by an emphasis on quality. Sasken's proprietary quality management system strengthens our business offerings and ensures client satisfaction.

Supporting development of global wireless communications Sasken works with premier technology groups including the ITU, ETSI, GCF, PTCRB, ATM Forum, DSL Forum, OFDM Forum, UWCC and the SDR Forum

4. Select Software India Pvt Ltd

Select Software India Pvt Ltd is one of the fast growing software houses in India specialized in products development marketing, Third party software tools marketing support, IT, Call center, BPO Data processing services with over a decade of standing in the market. It caters to the requirement IT, Corporate, Government clients. They are distributors for an internationally reputed software tools.

They have specialized in Leading Technologies of the industry and have the following skills to offer.

- HTML/JAVA/INTERDEV/PERL, Cold Fusion
- C/C++
- Visual Basic/Visual C++/Visual FoxPro/Visual Interdev

- Crystal Reports, Info/Holos /Deltaminer
- ORACLE/MS SQL/MYSQL/MS ACCESS
- Networking - TCP/IP, Novell NetWare, Windows NT /2000. Internet - HTML, XML, Java Scripting, PERL Scripting, VB Scripting, ASP Java Servelets.Multimedia Tools from Macromedia, Adobe, Ulead etc.

5. S7 Solutions Pvt. Ltd

S7 Solutions offers software services and solutions revolving around domains like cross-platform porting, middleware technologies, financial application development, enterprise software development, support and maintenance. As the industry leader in cross-platform services, S7 understands the issues of application migration, development, maintenance engineering, technical support and implementation of complex solutions that execute in multiple environments

Headquartered in Bangalore, India, S7 was established in February 1998 under the name Bristol Technology Software, a ODC of Bristol US. Later it spun off into an independent unit with Bristol US still holding a minority stake.

S7 has now emerged as the leader in cross-platform service and software porting offering high quality but low-cost porting alternatives which no company can match today be it quality or cost. Today they not only offer porting services but also offer extensive implementation and back-end support services to dozens of companies ranging from large multi-national, Fortune 500 firms to regional service and technology companies.

6. Aarohi Systems Pvt. Ltd

Aarohi is built with a purpose. All Aarohi products and technology are designed and built with a purpose - to intelligently solve the problems of storage management. Data management is a hugely complex and never ending task. To make accessing data easier and more reliable, data needs to be constantly classified and moved. To handle the demands of

data management, manufacturers are adding increased levels of intelligence in network devices and systems. The problem - until now - is that added intelligence can slow down access to data by introducing bottlenecks in the infrastructure.

That's where Aarohi comes in.

Aarohi processors, adaptors and software work together to tackle the unique challenges of data management. With Aarohi, intelligence in the storage and server infrastructure is not only possible, it becomes practical. No wonder Aarohi was awarded "Interconnect Outstanding Product of the Year" at this year's Network Storage Conference. With Aarohi, systems vendors are able to offer intelligent devices with true wire speed performance. And customers get the ability to constantly manage and access stored data.

7. Accord

Accord was born in 1991 to realize the vision of five technologists with an uncanny instinct for technology with purpose. Since then, the wealth of collective industry experience of its founders and an ability to innovate have been the prime movers in Accord's journey into the new millennium.

Through the sheer persistence of quality and commitment, Accord has carved for itself a niche in the fields of Avionics, IT Services, Digital Signal Processing and Global Positioning Systems. Over the years, Accord has charted an impressive track record in customer satisfaction, innovation, sales and profitability. The success of the company has been made possible with the continuous enhancement of competence in technology, project management and customer focus.

Accord has ISO 9001-2000 accredited software & systems quality systems. The Software Division has been assessed at SEI CMMI Level 5 during October 2004. Accord offers world class development & engineering services with excellent cost benefits.

With the backbone of a sound infrastructure, Accord has been successfully executing several offshore development projects, assuring its clients cost effective high quality solutions without compromising delivery schedules.

8. Network Solutions Pvt. Ltd

Netsol is an acknowledged expert at effectively combining technical expertise and domain knowledge to offer customized solutions that alleviate the customer's pain points. It partners with their customers in conceptualizing and implementing infrastructure solutions that would align IT initiatives with business goals in the best possible way. Since its inception in 1993, Netsol has built an enviable reputation of having designed, deployed and managed many of India 's mission-critical networks.

Their approach to providing solutions is based on their philosophy " Tomorrow's Networks, Today ". They provide effective solutions in areas such as networking, security, managed services and telephony through our unique consultative approach. They utilize a combination of solutions and services flanked by our software capability to provide distinctive solutions.

Headquartered in Bangalore, Netsol has over 1000 professionals and has presence in over 30 locations across India. With the largest team of certified professionals, Netsol has the requisite expertise and experience to craft unique solutions that would leverage IT to produce business results.

9. Nuntius Systems

Nuntius Systems is a communications and multimedia technology company, producing comprehensive hardware and software solutions for leading edge broadband wireline and wireless digital communication applications. Nuntius develops optimized solutions in support of the evolving multi-protocol digital network.

Nuntius Systems, founded in 1994, is an electronics hardware, software and technology company focused on delivering leading edge solutions encompassing broadband wireline, wireless digital communication and multimedia technology for consumer, commercial and industrial applications. Nuntius develops analog and digital electronics hardware products supported by firmware/software solutions based upon accepted standards and extended with our highly skilled and proprietary optimizing techniques.

Nuntius aims to provide its customers with the best price- performance point in the industry. Nuntius also assists its customers in reducing their time-to-market through its support and customizing services. Nuntius prides itself on creating optimized solutions that work!

10. Hughes Software Systems

Hughes Software Systems (HSS) is an end-to-end communication solutions provider with more than 200 customers worldwide, in the Telecom Infrastructure, Service Provider, and Business Process Outsourcing sectors. A specialist in convergent network solutions, HSS offers both Products (Licensable Technologies) and Full Spectrum Outsourcing Services to its customers for Wireline, Wireless, Next Generation Fixed or IP networks. Assessed at SEI-CMMI Level 5, HSS has been an ISO 9001 company since 1996, employing 2500 professionals at Bangalore, Gurgaon and Nuremberg development centers.

HSS' wireless solutions provide faster time-to-market and reduce interoperability challenges through highly customizable source code. These solutions increase the profitability for OEMs as they build their Next Generation 3G/GPRS network nodes.

HSS' outsourcing services range from new product design and development, to sustaining engineering and testing services in a variety of domains such as Wireline, Wireless, VoP, Network Management/OSS, Billing/BSS, Digital Signal Processing, and many more.

HSS' full spectrum outsourcing capability, expertise in varied technology domains, proven business models and the ROI advantage makes HSS an ideal outsourcing partner. HSS offers offshore, on-site and a combination of the offshore/on-site project execution models to reduce costs and cycle times.

HSS has the expertise to take full responsibility for a specific product line of the customer - feature enhancements, operations and customer support, besides successfully implementing turnkey projects involving the full-software development life cycle.

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11.Synplicity

Synplicity® Inc. is a leading supplier of innovative synthesis, verification, and physical implementation software solutions for designers of programmable logic, ASICs, Structured / Platform ASICs, and SoCs. Synplicity products produce the best Quality of Results while being fast and easy-to-use. All products support industry-standard design languages (VHDL and Verilog) and run on most popular computing platforms.

A distinctive feature of Synplicity's synthesis products is their ability to rapidly evaluate a design across a wide range of silicon platforms without making HDL code changes. This enables a designer to determine the best implementation vehicle (FPGA, Structured ASIC, or cell-based ASIC) and vendor selection, for a particular design.

12. Subex systems

Subex systems is a global telecom software product company that partners with telcos to maximize revenue by offering comprehensive and flexible solutions. Subex's deep domain knowledge, RevMax™ product suite & world-class support turbo charge telcos' quest for sustained, profitable growth. The RevMax™ product suite develops, from transaction data, actionable information that impacts one or more elements of a telco's operations chain to

either increase revenues realized or reduce costs incurred and hence facilitate sustained, profitable growth.

Subex is an ISO 9001 Certified company. Ensuring quality in Subex is an obsession and the high quality standards set by us are achieved through a rigorous quality assurance process, Quality assurance is performed by an independent team of trained experts for each project.

Subex has been following a systematic, structured, concurrent and standardized approach to software development. The engineers at Subex are well trained in the quality processes so that they are able to adhere to the same in their projects. If need be, they will be able to adapt clients' quality processes whenever required.

13. Caritor

Caritor is a global technology solutions provider headquartered in San Ramon, California with operations across the world. They are long-term IT partners of their clients and help them realize measurable value from their business vision using technology. They use world-class people, processes (CMMI 5, PCMM 5, SEI CMM 5, BS7799, ISO 9001) and infrastructure with a focus on translating your vision to measurable value.

Caritor offers cost-effective and intelligent IT solutions to clients in the Financial Services, Communications, Retail, Manufacturing, High Technology, Travel & Transportation and Public Sector industries. They offer IT services in the areas of Application Development, Application Management, Packaged Applications, Software Testing and Systems Integration through a global delivery model that ensures security, cost-effectiveness and quality for clients.

Since their inception they have firmly believed in ensuring the highest quality and security for the IT solutions that they deliver to clients. Their quality and security processes & certifications are a testament to this commitment - they are one of the very select

companies in the world to be certified at SEI-CMM Level 5, PCMM Level 5, CMMI Level 5, ISO: 9001 and the BS7799 standards.

14. Diksha Technologies Pvt. Ltd.

Incorporated in February 2000, Diksha Technologies Pvt. Ltd. is based in the Silicon City of India, Bangalore and is registered with the Software Technology Parks of India as a 100% EOU. Diksha is focused on four core areas

- Telecom Billing consultancy
- Enterprise Solutions
- Project Management / Portal Solutions
- Web Solutions

Achieving mind-share as well as market-share in these core areas of focus is their topmost priority. Boasting of clientele worldwide, they are focused on giving solutions and services of the highest quality.

Being located in Bangalore, Diksha has access to the best talents available in software development in Asia. Acknowledging this fact, Diksha is focused at harnessing this strength to deliver quality solutions world over.

Diksha has a dedicated team of software consultants specializing in the leading edge technologies of Telecom billing applications, Internet and E-Commerce and equipped with all the necessary infrastructure required for software consultancy & development. The Company is promoted by highly experienced professionals with more than three decades of combined experience in the IT industry and proven track records.

15. Caravel Info Systems Private Limited

Caravel Info Systems Private Limited is an ISO 9001 certified Information Technology solutions company with a mission to offer the customer - quality, cost effective and time bound solutions meeting their short term and long term business needs.

Caravel Info Systems provides consulting services in the areas of complete product development (electronic hardware, embedded software design and development), intranet based (thin client server) applications development, Group Ware application development and customization services in BaaN.

They specialize in design and development of embedded hardware and software in the areas of communications, networking, industrial control, data acquisition and consumer products (Audio / video). For the industry segments such as manufacturing, distribution, retailing and healthcare we offer our services in design and development of intranet / internet (thin client server) based application packages. By carrying out a major portion of the project development offshore, at its development center in Bangalore, India, it can offer solutions at less than half the cost.

16. Emuzed Technologies

Emuzed applications and technologies lie at the heart of today's advanced multimedia devices. From mobile phones to security systems, the Emuzed family of products and services is shaping the future of the multimedia experience.

Multimedia equipment manufacturers are enjoying unprecedented demand for their products. As consumers worldwide adopt multimedia devices of all kinds, time to market for OEMs is shrinking and competition is heating up. By providing a full suite of industry standards based multimedia software and services across an ever-widening range of platforms and operating systems, Emuzed gives manufactures the edge they need to bring new products to market quickly and cost-efficiently.

In the Embedded products arena, Emuzed offers state-of-the-art multimedia applications, framework and codecs for Smartphones and Feature phones, along with middleware and codecs for the consumer electronics and surveillance markets. Their open, standards-compliant Embedded products provide high performance, superior quality and enjoyable user experiences due to implementation techniques and advanced algorithms unique to Emuzed. Emuzed is a Flextronics Company.

17. Magnasoft

Magnasoft is a focused GIS software solutions company with innovative offerings having strategic partnerships with industry leaders in the global space. They offer services

ranging from application development to enterprise integration and consulting to data conversion and capture.

Incorporated in 2000, Magnasoft has a presence in the US, Europe and South Asia. Magnasoft has executed challenging GIS projects for prestigious Fortune 100 clients and Government departments. Magnasoft is mentored by Global Technology Ventures, a premier venture capital company promoted by Banc of America Equity Partners, Nomura International and Sivan Securities.

Magnasoft measures its success in terms of the value-proposition it provides its customers to help meet their ROI goals and competitive advantage. Their industry focus is on Utilities, Government, Environment & Natural Resources, Transportation, Telecommunication and Location-Based Services.

18. Cognizant Technology Solutions

Cognizant Founded in 1994 as a division of Dun & Bradstreet Corporation, Cognizant Technology Solutions began doing large-scale full lifecycle software projects. This

background has helped them to build an e-business and outsourcing powerhouse capable of delivering 24x7 project management on the largest software projects, backed by a world class R&D organization that helps clients manage through rapid changes in technology.

Having gone public in 1998 (NASDAQ: CTSH), we were awarded "IPO of the Year" by Red Herring magazine. In 1999, the New Jersey Technology Council chose us "Public Company of the Year". They are the employer of choice in India, the Top Solution Provider in Business Week magazine's list of Hot Growth Companies and according to Forbes magazine, The Best Small Company in America.

Headquartered in Teaneck, New Jersey, they have sales offices located in Atlanta, Chicago, Dallas, Minneapolis, Los Angeles, San Francisco, Toronto, London and Frankfurt. They have development facilities in India spread across Chennai, Kolkata, Pune, Hyderabad and Bangalore

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19. Majoris Systems

Majoris Systems is a leading software consulting and services firm, headquartered in Bangalore, India. Majoris offers robust process-driven, high quality, cost effective solutions to clients across the globe. As a rapidly growing onsite-offshore company, Majoris enjoys and strives to achieve strong and long-lasting partnerships with global customers.

Through its dedicated development center in India, and offices in Australia, Canada, USA, and Europe, we provide industry-specific solutions, abiding by ISO 9001 and SEI-CMM Level 5 quality standards.

Majoris serves Industry segments of Banking and Financial Services, Healthcare, Manufacturing and Retail, Telecommunications and a growing numbers of new verticals. They offer services in specialized leading edge technologies which includes:

- E-Business Application Development,
- Enterprise Application Integration (EAI),
- Supply Chain Management (SCM),
- Enterprise Resource Planning (ERP),
- Legacy to Web Migration,
- Custom Application Development and Maintenance

20. LG Soft India

LG Soft India, the innovation wing of LG Electronics in Bangalore, is LG Electronics' largest R&D centre outside Korea. At LSGI they focus on niche technology areas such as mobile application development, digital video broadcast and biometrics software and support LG Electronics with our expertise. Motivated by a passion for technology, a strong work culture and loyalty to the organization, they are determined to see LG become one of the top three brands globally.

Over the years, they have created a campus conducive for creative thinking. Their people-friendly attitude has spurred employees to constantly raise the bar on quality standards. With emphasis on innovation, quality and excellence, they have grown into a trusted partner for clients across the globe.

21. Mistral Software

Mistral Software, an ISO 9001:2000 certified, product-realization Company, provides end-to-end services for product design and development in the embedded space. Established in 1997, Mistral is a single source for both hardware and software engineering expertise. Their expert design and development services have significantly improved the quality and accelerated the time-to-market for a broad range of embedded systems.

Mistral draws its strength from a highly skilled team of hardware and software professionals, with over 600 person-years of experience in the design and development of imbedded systems.

Driven by a passion for quality and commitment to customer satisfaction, they have developed an array of services that address the niche embedded domain, catering to some of the biggest names in the industry. Their services cover a vast spectrum of industries like Digital Consumer Electronics, Telecommunication, Wireless, Telematics, Defense, Aerospace, Automotive, Office Automation, Semiconductor, Internet Appliances and Industrial Applications. With operations in the United States, Japan and Europe and

offices across India in Bangalore, Hyderabad and Delhi, their global reach and resultant proximity to customers worldwide helps them leverage the benefits of their turnkey solutions and services.

22. Lucent Technologies

Lucent Technologies designs and delivers the systems, services and software that drive next-generation communications networks. Backed by Bell Labs research and development, Lucent uses its strengths in mobility, optical, software, data and voice networking technologies, as well as services, to create new revenue-generating opportunities for its customers, while enabling them to quickly deploy and better manage their networks. Lucent's customer base includes communications service providers, governments and enterprises worldwide.

Lucent's market vision is converged services - creating networks that deliver communications services that are simple, secure and seamless; personal and portable; for people at work, home or anywhere in between. With two operating units ~ Network Solutions Group and Lucent Worldwide Services — Lucent is organized to best meet the needs of its customers and helps those customers create, build and maintain the most innovative, reliable and cost-effective networks.

23. Zenith Software Limited (ZSL)

Founded in 1996, Zenith Software Limited (ZSL) is one of the fastest growing software house, based in Bangalore, India. ZSL has integrated, customized, maintained and enhanced products / applications to customers worldwide. It is a member of the Mumbai based multi million-dollar conglomerate - Zenith Group. Apart from software, the group has its presence in the manufacture of Computers and Control Systems. The Group has been a pioneer in the IT industry for over two decades and has the distinction of introducing the Home PC concept in India. Over the years they have earned the reputation as one of the "Leading Manufacturers of Computers in India".

ZSL has setup a fully equipped technology center at Bangalore, India and has established an international presence through its offices in USA and UK. ZSL also operates through its business partners located at USA, Europe, Singapore and the Middle East.

At ZSL they follow a mature and proven Software Quality Process to deliver Robust and Optimal Services and Solutions within Schedule and budget. Their processes are compliant with ISO 9001.

In a short span of time ZSL has earned the reputation in the IT business community as an innovative business partner committed to quality and customer satisfaction. This has made ZSL one of the fastest growing software houses in India.

24. Kanrad Technologies

Kanrad Technologies is the proud world of committed professionals. It is the brainchild of four techno-savvy entrepreneurs. It is a software services company that provides intelligent technology solutions to enterprises around the globe - from start-ups to multinational

Corporations. At Kanrad goal is simple – Kanrad aims to be an intelligent technology partners to global technology leaders.

Kanrad's growth has been phenomenal. Within a span of five years Kanrad has achieved growth levels considered formidable even in the high growth IT sector. With offices in California, USA and Bangalore, India, it is no exaggeration that Kanrad is poised to emerge as one of the leading software service companies in the world.

25. RelQ

RelQ is an Independent Software Testing, Validation & Verification (V&V), and Quality Assurance (QA) services company. RelQ with its growing team of QA / Test engineers, currently over 500 strong, has completed over 700 projects for leading Companies in USA, UK, France, Japan, India and Singapore.

RelQ has expertise in a wide spectrum of Software Testing, V&V and QA Process Implementation.

In the globally competitive software industry, Quality is vital for success. V&V is the cornerstone of high quality software. With the increased complexity of software-based applications, V&V and Testing has become very complex and specialized. Independent Validation & Verification (IV&V) is an emerging trend worldwide.

Chapter 5

ANALYSIS AND INTERPRETATION OF DATA

SAMPLE - A (Target audience)

5.1 EXTERNAL BRAND ASSESSMENT:

The external brand assessment questionnaire was carried out with the aim to understand the perceptions and views of the target audience about QSIT's services and the brand QSIT. This brand assessment questionnaire was administered to a sample of 25 software professionals belonging to different IT and ITES companies. Factors like availability, awareness, cost of training, quality of training.... etc were considered.

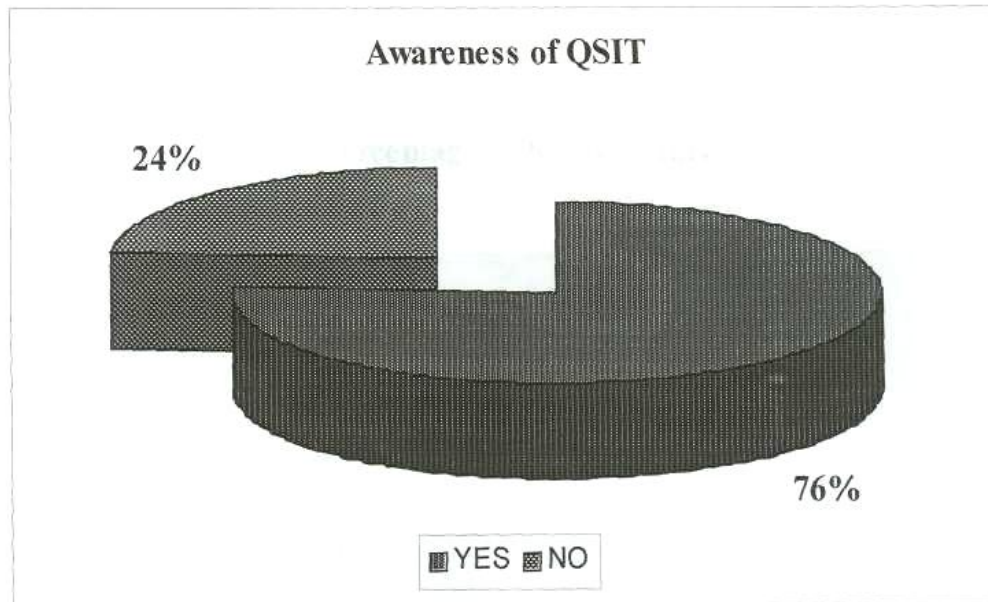
The following is clearly not meant as a means to evaluate product functions or features. It is meant solely to focus on issues that influence the more tangible values of the products, customers and markets- those issues that generally influence and embed with a brand name and reputation. In conducting this survey I would be serving the company to understand where their brand stands today.

This assessment will also help QSIT to understand and improve its current branding and positioning strategies.

Table 1.1 Classification of the respondents based on awareness of QSIT.

Parameters	Percentage of Respondents
YES	76%
NO	24%

Chart: 1.1 Classification of the respondents based on awareness of QSIT.



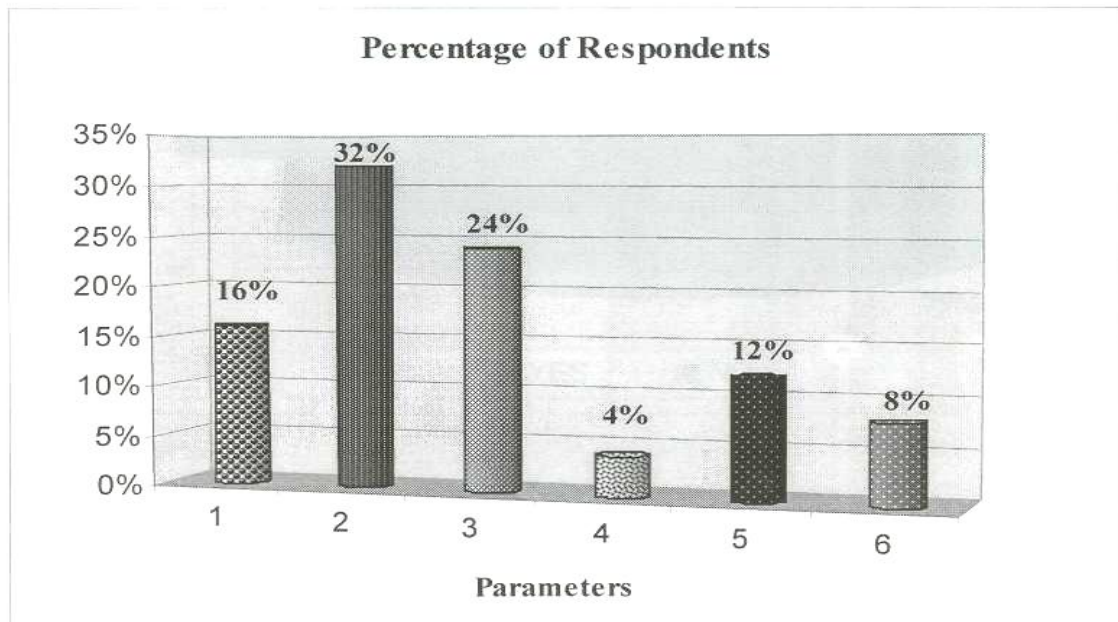
Interpretation:

From the above table we can interpret that there is high awareness i.e.; 76% about QSIT. Hence we can say that a great percentage of the target audience is aware about QSIT.

Table: 1.2 Classification of the respondents based on the medium through which they were aware of QSIT.

Parameters	Percentage of Respondents
1.Advertisement	16%
2.Telemarketing	40%
3.Mailers	20%
4.Fax	4%
5.Company sources	12%
6.Others (word of mouth etc.)	8%
TOTAL	100%

Chart: 1.2 Classification of the respondents based on the medium through which they were aware of QSIT.



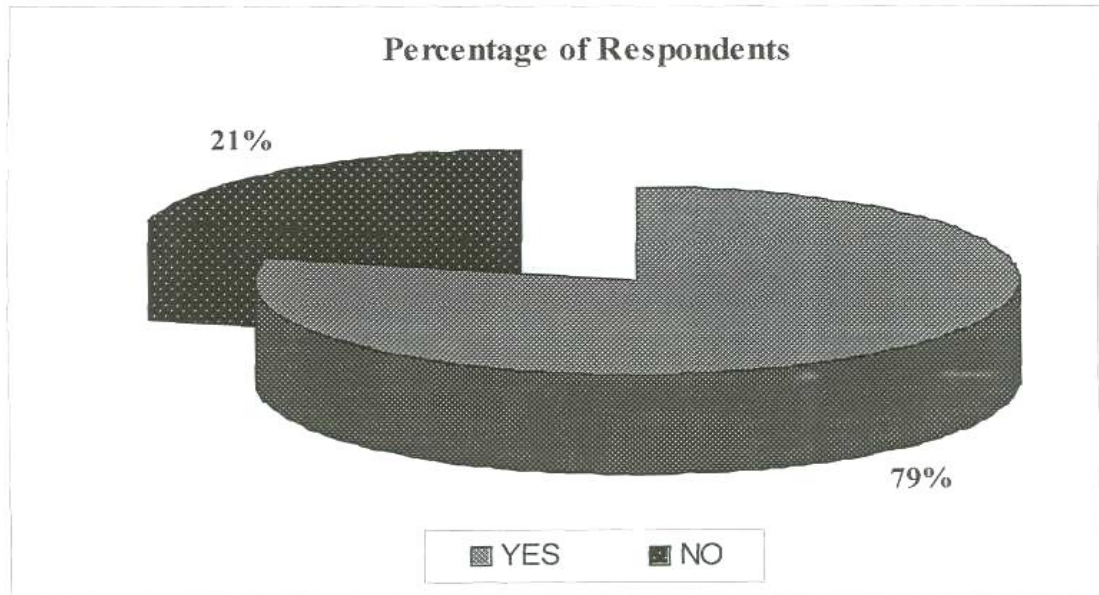
Interpretation:

From the above table we can interpret that Telemarketing (32%) has been the most successful medium of reaching out to the target market with Mailers (24%) also being the second best medium and Advertising (16%). Hence, we can say that QSIT apart from telemarketing and mailers should focus other medium for communication.

Table: 1.3 Classification of the respondents based on the awareness of the fact that QSIT is a Global REP (Registered Educational Provider) of PMI (Project Management Institute)

Parameters	Percentage of Respondents
YES	79%
NO	21%

Chart: 1.3 Classification of the respondents based on the awareness of the fact that QSIT is a Global REP (Registered Educational Provider) of PMI (Project Management Institute).



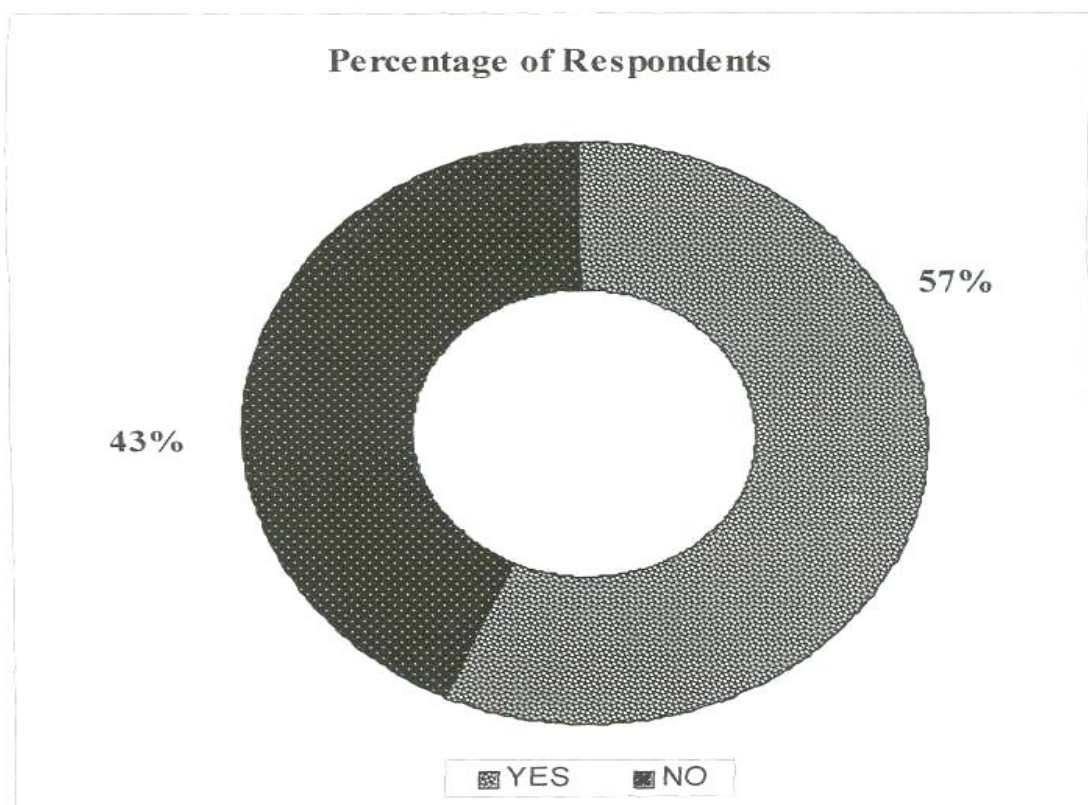
Interpretation:

The above analysis is made on the basis of Table: 1 where 76% i.e. 19 out of 25 respondents said YES with regard to awareness about QSIT. And among the 76% of the respondents who were aware about QSIT, a high 79% of the respondents were aware of the fact that QSIT is a Global REP (Registered Educational Provider) of PMI (Project Management Institute).

Table: 1.4 Classification of the respondents based on how many of them have taken the services of QSIT.

Parameters	Percentage of Respondents
YES	57%
NO	43%

Chart: 1.4 Classification of the respondents based on how many of them have taken the services of QSIT.



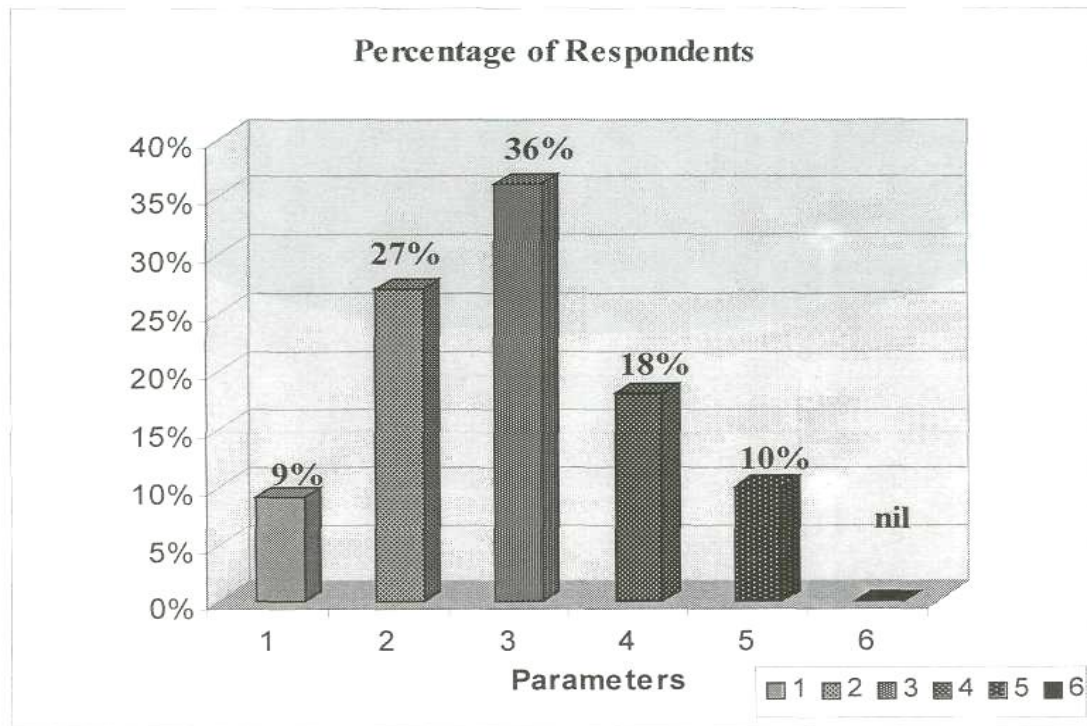
Interpretation:

The above analysis is made on the basis of Table: 1 where 76% i.e. 19 out of 25 respondents said YES with regard to awareness about QSIT. And among the 76% of the respondents who were aware about QSIT, 57% out of them had taken up the services of QSIT.

Table: 1.5 Classification of the respondents based on the rating given to the services provided by QSIT in terms of satisfaction.

Parameters	Percentage of Respondents
1.Excellent	9%
2.Very Good	27%
3.Good	36%
4.Average	18%
5.Satisfactory	10%
6.Poor	NIL

Chart: 1.5 Classification of the respondents based on the rating given to the services provided by QSIT in terms of satisfaction.



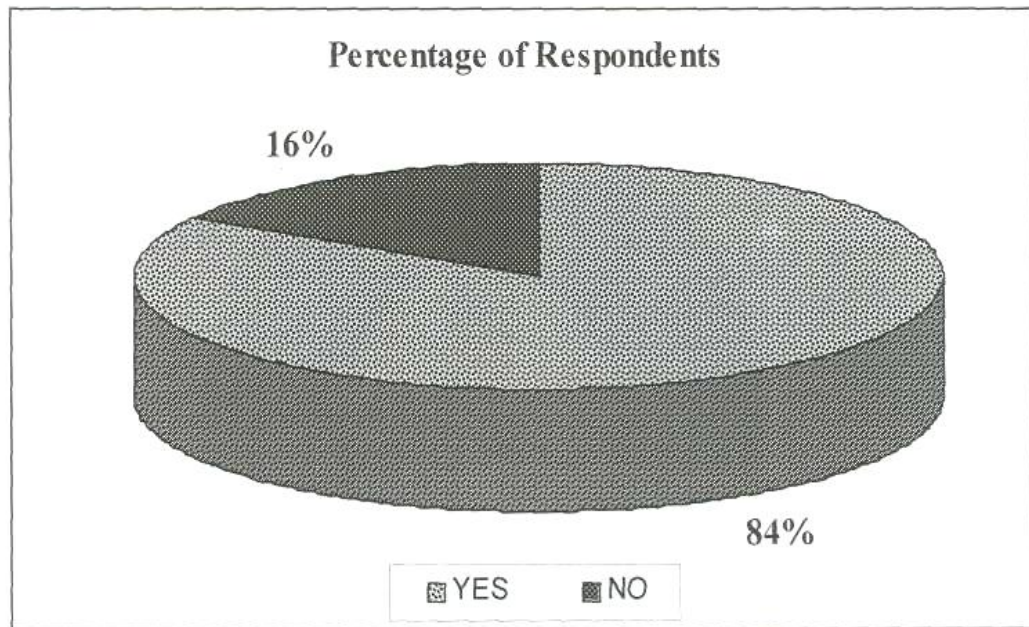
Interpretation:

The above analysis is made on the basis of Table: 4 where 57% of the respondents had taken the services of QSIT. And among the 57%, 36% of the respondents rated QSIT services as Good, 27% as Very Good, 18% as Average, 10% as Satisfactory 9% as Excellent and none of them rated the services as poor, which is a good sign.

Table: 1.6 Classification of the respondents based on the fact whether they would refer QSIT services to others.

Parameters	Percentage of Respondents
YES	84%
NO	16%

Chart: 1.6 Classification of the respondents based on the fact whether they would refer QSIT services to others.

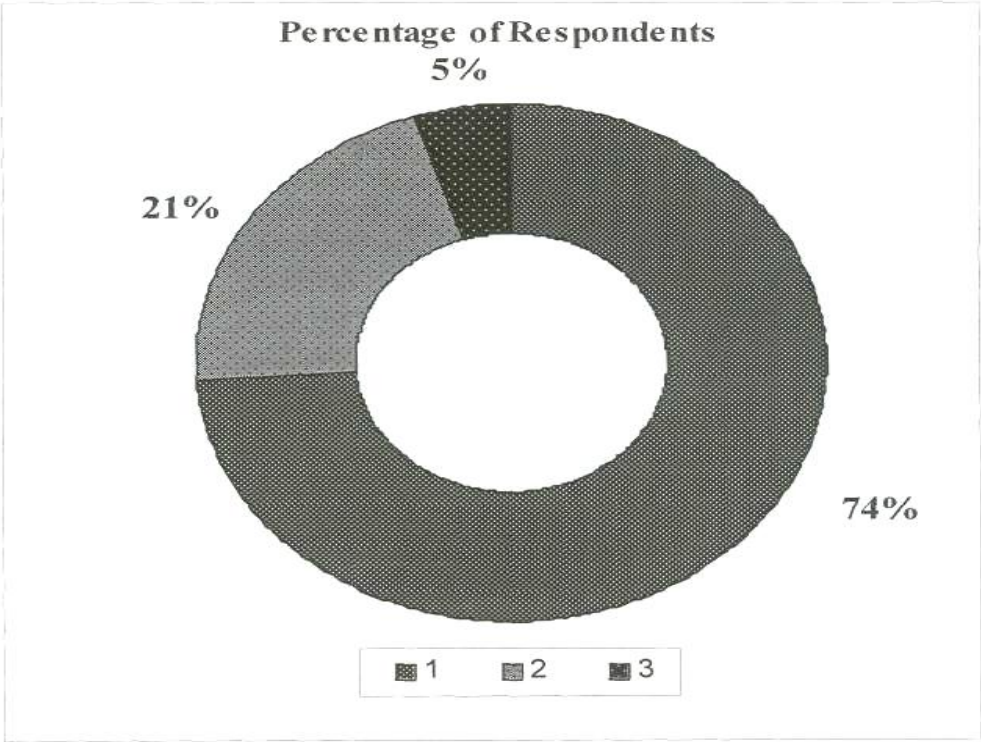


Interpretation: The percentage of respondents who said that they would refer QSIT services to others was 84%, which is extremely good and by which we can determine the brand image of QSIT.

Table: 1.7 Classification of the respondents based on their opinion about QSIT's awareness

Parameters	Percentage of Respondents
1.High, unaided awareness in key markets	74%
2.Okay, but could be better	21%
3.Not at competitive levels, needs boost	5%

Chart: 1.7 Classification of the respondents based on their opinion about QSIT’s awareness



Interpretation:

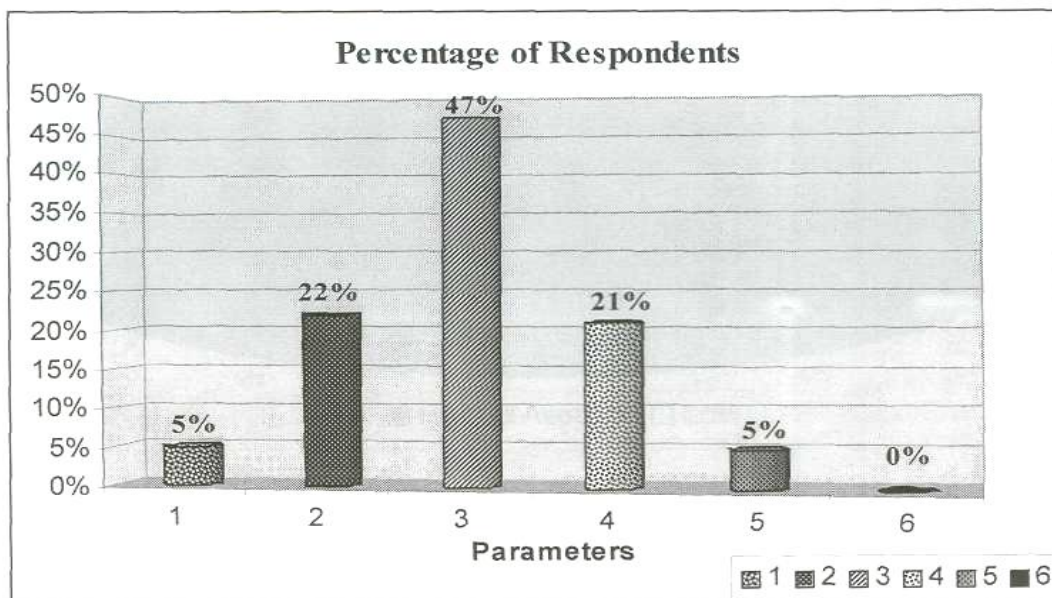
From the above chart we can interpret that QSIT has a good awareness of 74% among the target market but it also could improve and boost its awareness.

Table: 1.8 Classification of the respondents based on the rating given to the availability of QSIT services.

Parameters	Percentage of Respondents
1.Excellent	5%
2.Very Good	22%
3.Good	47%
4.Average	21%

5.Satisfactory	5%
6.Poor	NIL

Chart: 1.8 Classification of the respondents based on the rating given to the availability of QSIT services.



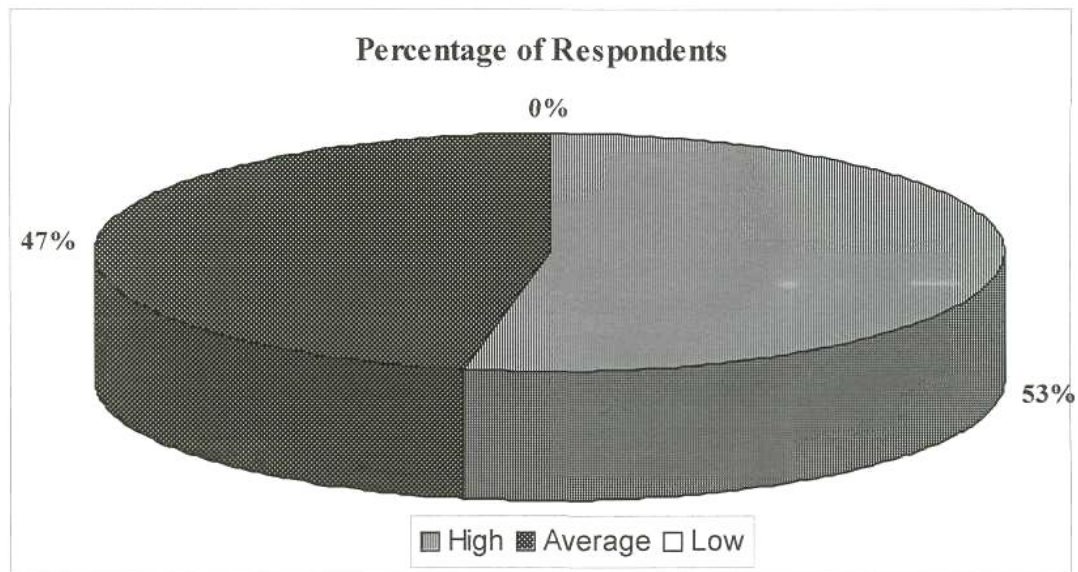
Interpretation:

Majority (47%) of the respondents say that the availability of QSIT services are Good, whereas 22% say that the services of QSIT are Very Good and only 5% say that the services of QSIT are satisfactory.

Table: 1.9 Classification of the respondents on the basis of the rate of QSIT training and certification costs.

Parameters	Percentage of Respondents
High	53%
Average	47%
Low	NIL

Chart: 1.9 Classification of the respondents on the basis of the rate of QSIT training and certification costs.



Interpretation:

53% of the respondents said that rate of **QSIT** training and certification costs is high. Whereas 47% of the respondents said that rate of **QSIT** training and certification costs is average.

SAMPLE - B (Employees of QSIT)

5.2 INTERNAL BRAND ASSESSMENT:

This approach to brand assessment is a self-diagnostic tool to make a quick assessment of the strength of brands. The analysis and findings of this quick assessment allows a better understanding of the overall brand strength to devise more effective brand-building strategies.

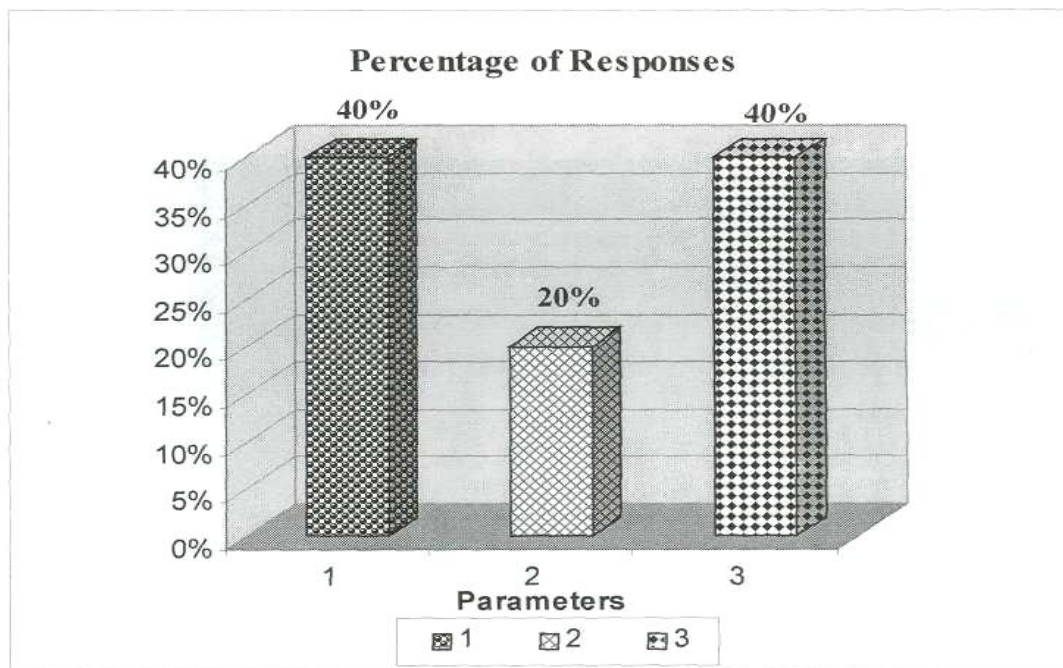
The following is clearly not meant as a means to evaluate product functions or features. It is meant solely to focus on issues that influence the more tangible values of the products, customers and markets- those issues that generally influence and embed with a brand name and reputation. In conducting this survey I would be serving the company to understand where their brand stands today.

The brand assessment questionnaire was carried out with the aim to understand the perceptions and views of the employees about QSIT. The internal brand assessment questionnaire was administered to a sample of 10 employees of QSIT who have been working in the company for period of more than 1 year and few who are with the company since its inception in June 27, 2002.

Table: 2.1 Classification of responses based on the internal planning policies and procedures

Parameters	Percentage of Respondents
1. Strategic and disciplined	40%
2. Pretty strong	20%
3. Need some improvement	40%

Chart: 2.1 Classification of responses based on the internal planning policies and procedures



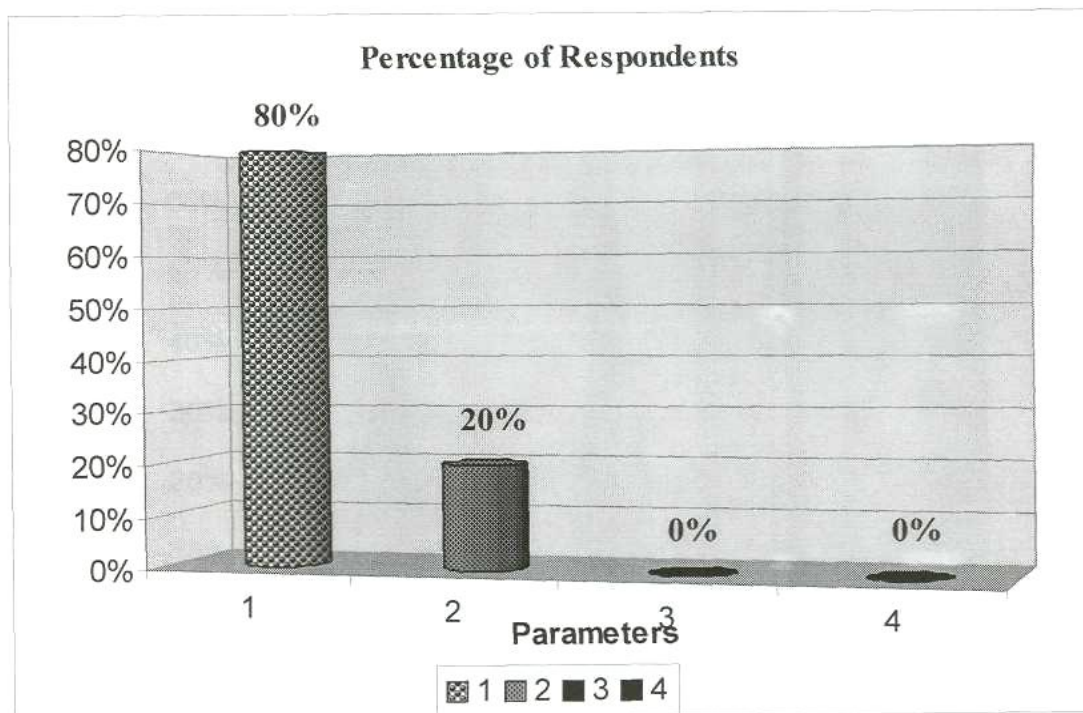
Interpretation:

From the above table we can interpret that there 40% of the respondents/employees think that the internal planning policies and procedures are Strategic and disciplined. Whereas 20% of them think that they are pretty strong and the rest 40% think that it needs some improvement.

Table: 2.2 Classification of responses based on the description of the company.

Parameters	Percentage of Respondents
1. Customer-driven	80%
2. Technology-driven	20%
3. Sales/profit-driven	0%
4. Competitor-driven	0%

Chart: 2.2 Classification of responses based on the description of the company.



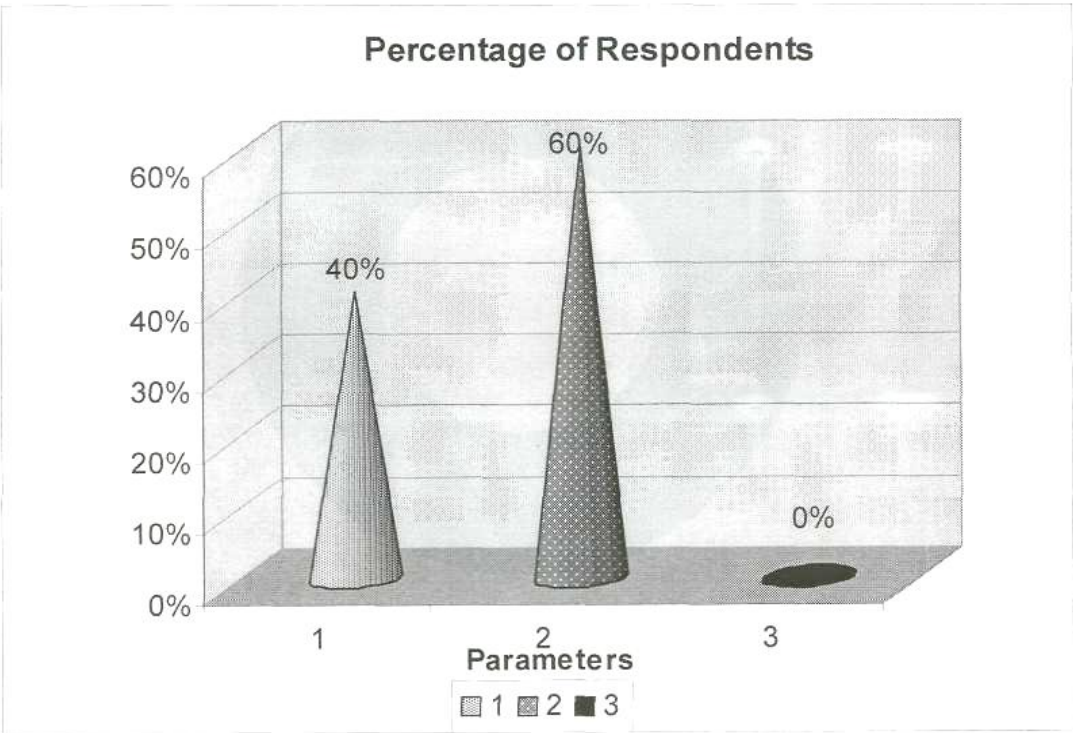
Interpretation:

From the above table we can interpret that 80% of the employees think that QSIT is a customer-driven company and 20% of them think that it is a technology-driven company and none thinks that it is a competitor or sales/profit driven company. Hence, we can say that QSIT gives a lot of importance to its customers.

Table: 2.3 Classification of the respondents based on what do they think about QSIT's long-term brand identity strategy.

Parameters	Percentage of Respondents
Clear, comprehensive plan in place	40%
Identity guidelines exist	60%
Not yet	0%

Chart: 2.3 Classification of the respondents based on what do they think about QSIT’s long-term brand identity strategy.



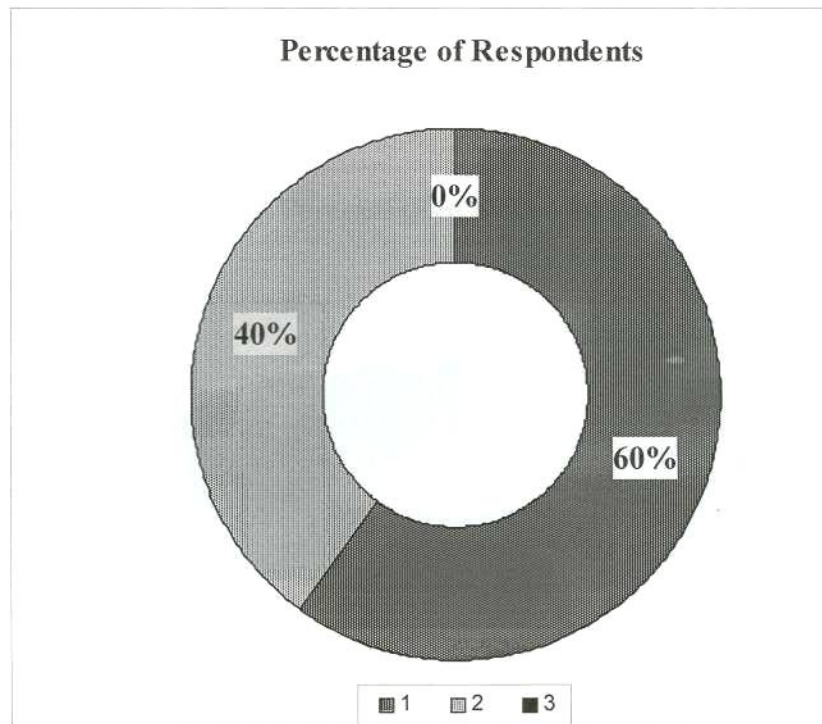
Interpretation:

From the above table we can interpret that 40% of the employees think that QSIT's long-term brand identity strategy is clear, comprehensive plan in place whereas 60% think that identity guidelines exist. Hence, we can say that QSIT needs to put efforts in order to have a comprehensive plan of the long-term brand identity strategy.

Table: 2.4 Classification of the responses based on the employees opinion about QSIT’s awareness.

Parameters	Percentage of Respondents
1. High, unaided awareness in the markets	60%
2. Okay, but could be better	40%
3. Not at competitive levels, needs boost	0%

Chart: 2.4 Classification of the respondents based on their opinion about QSIT's awareness.



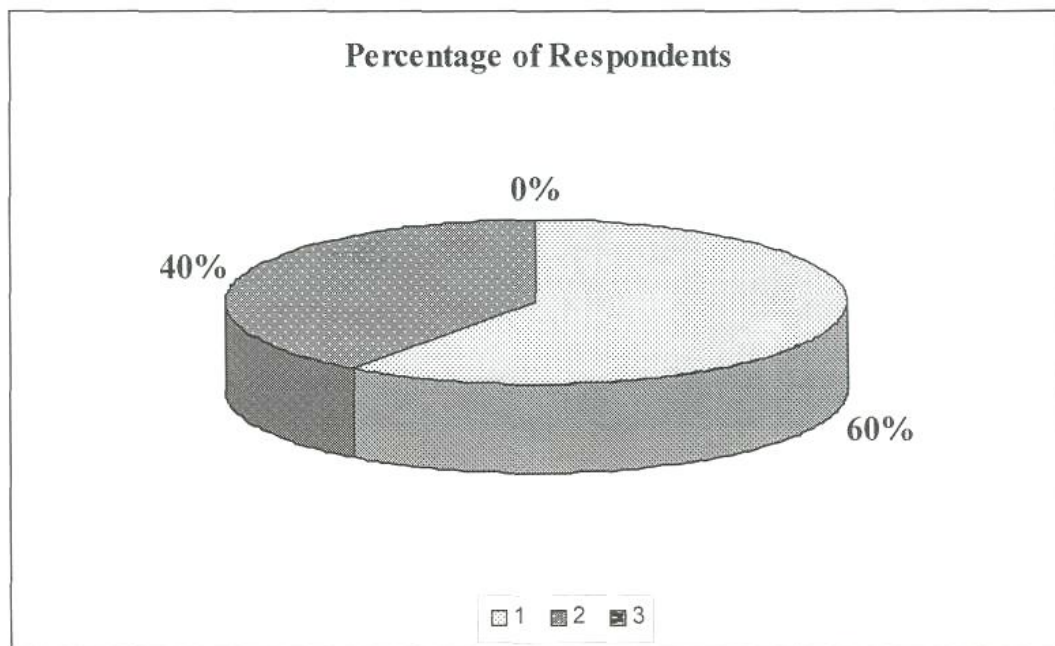
Interpretation:

From the above table we can interpret that 60% of the employees think that QSIT's awareness is high among the target market and 40% think that the awareness could be better. Hence, QSIT should try and focus on the areas where there is little awareness about QSIT's services.

Table: 2.5 Classification of responses based on what do they think about QSIT's knowledge of customer

Parameters	Percentage of Respondents
1. Constant and current feedback in place	60%
2. Adequate research being conducted	40%
3. More research required	0%

Chart: 2.5 Classification of responses based on what do they think about QSIT's knowledge of customer



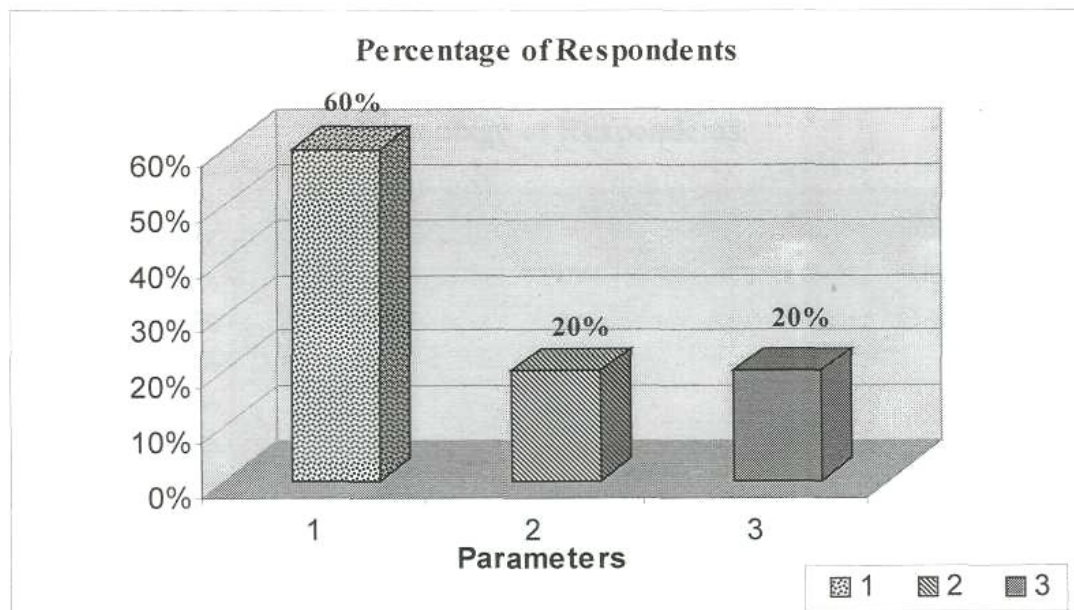
Interpretation:

From the above table we can interpret that 60% of the respondents/employees agree to the fact that QSIT does constant research and, current feedback is taken from the customers whereas 40% of them think that adequate research needs to be conducted.

Table: 2.6 Classification of responses based on QSIT's quality perceptions.

Parameters	Percentage of Respondents
1. Clearly the quality leader	60%
2. I think we're doing okay	20%
3. Needs improvement	20%

Chart: 2.6 Classification of responses based on QSIT's quality perceptions.



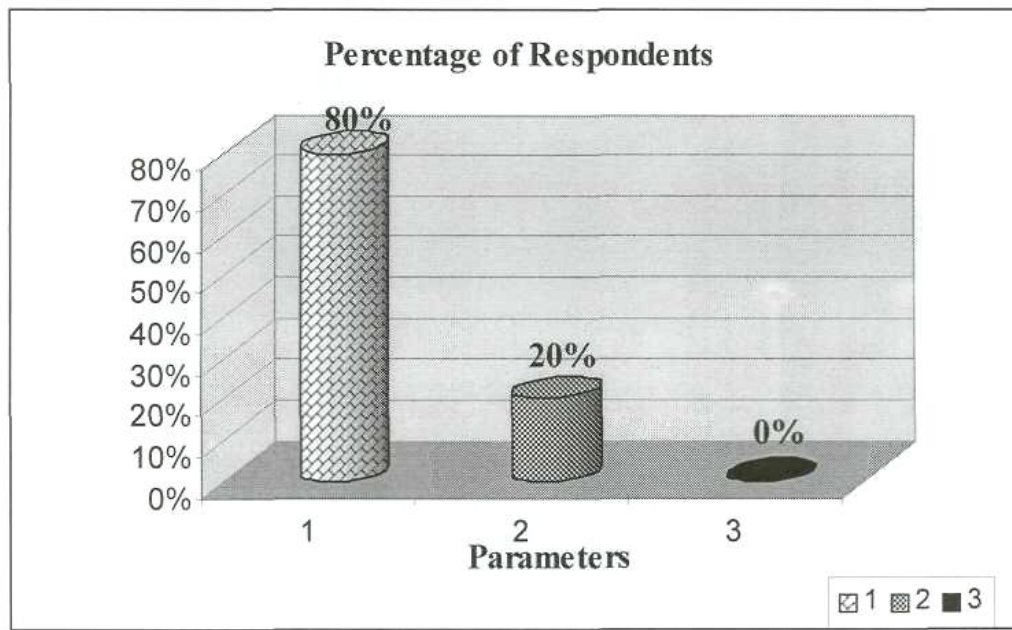
Interpretation:

From the above table we can interpret that 60% of the employees think that QSIT is clearly quality leader, 20% of them think that the company is okay in terms of quality and 20% think that it needs improvement.

Table: 2.7 Classification of the respondents based on what do they think about QSIT's familiarity

Parameters	Percentage of Respondents
1. Most people in our target know us well	80%
2. It's getting better	20%
3. Way below what it should be	0%

Chart: 2.7 Classification of the respondents based on what do they think about QSIT's familiarity



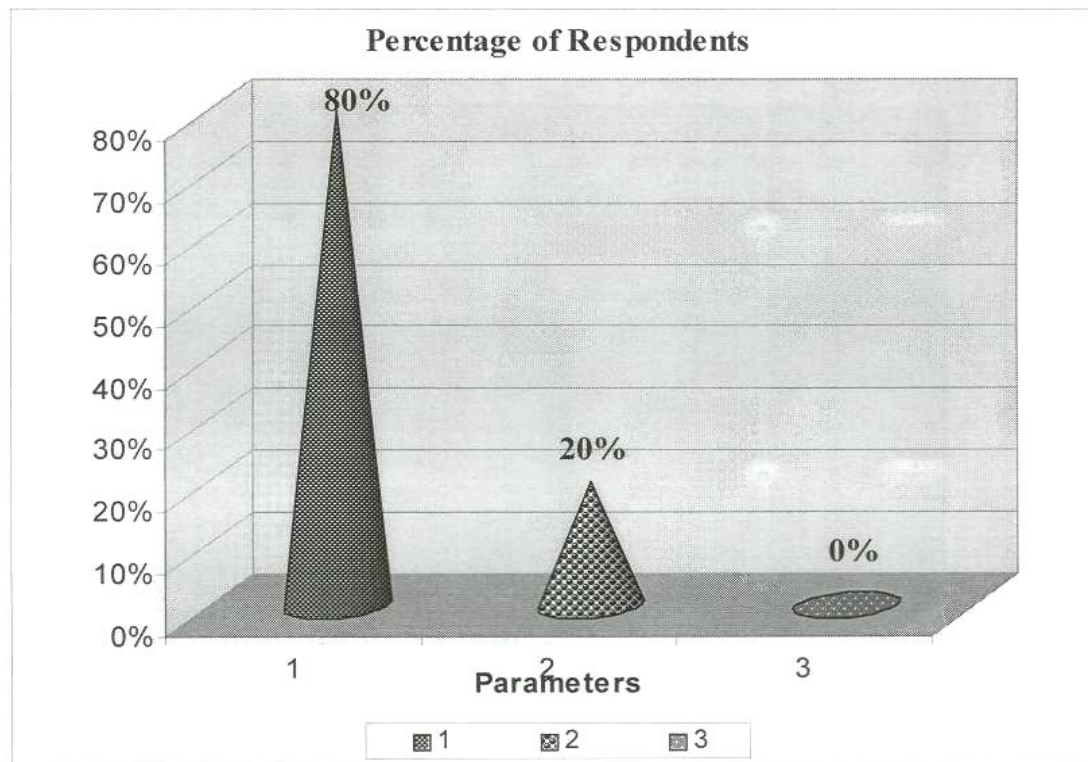
Interpretation:

From the above table we can interpret that a high 80% of the employees think that QSIT is very familiar among the target market and 20% think that its getting better. Hence, we can interpret that QSIT is highly familiar among the target audience.

Table: 2.8 Classification of the responses based on the employees opinion about QSIT's image and personality

Parameters	Percentage of Respondents
1. We have a desirable, distinctive image	80%
2. Image could be in tighter focus	20%
3. Not as clear or well defined as it should be	0%

Chart: 2.8 Classification of the responses based on the employees opinion about QSIT's image and personality



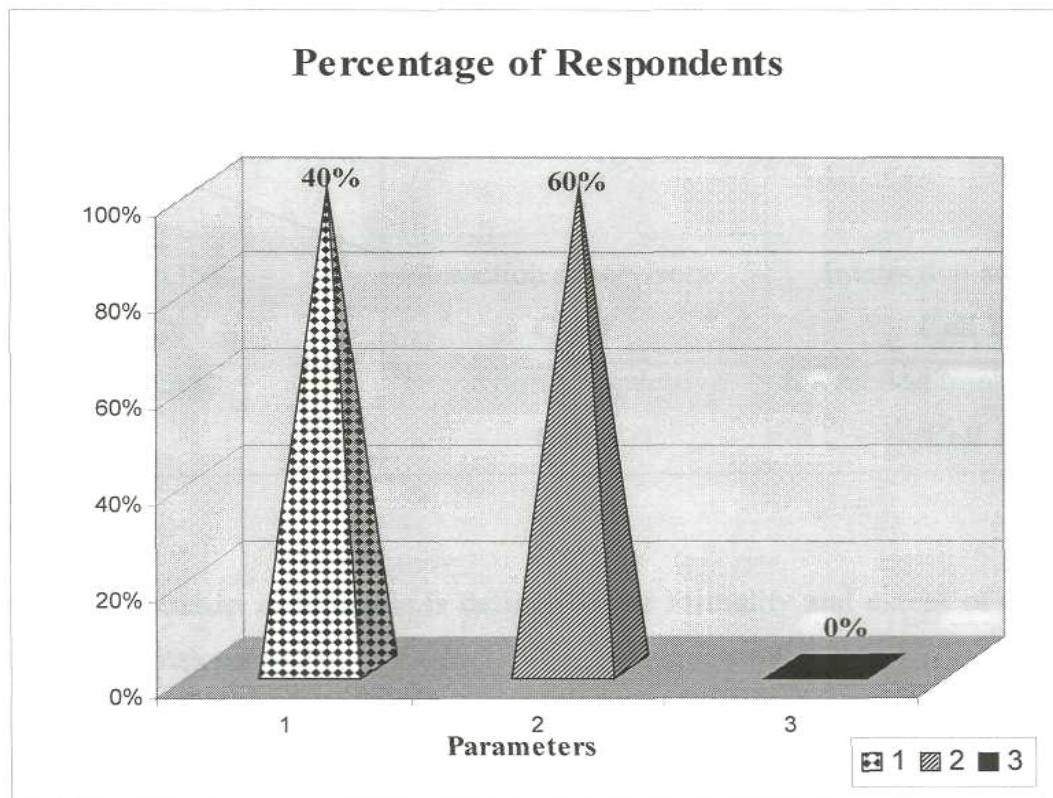
Interpretation:

From the above table we can interpret that the 80% employees think that QSIT's a desirable, distinctive image among the target market and 20% think that the image could be in tighter focus. Hence, we can gauge that QSIT has a desirable and distinctive image.

Table: 2.9 Classification of the responses based on the employees opinion about the availability of QSIT services

Parameters	Percentage of Respondents
1. Easily and widely available at most times	40%
2. Distribution could always be better	60%
3. Not widely available	0%

Chart: 2.9 Classification of the responses based on the employees opinion about the availability of QSIT services



Interpretation:

From the above table we can interpret that the 40% employees think that availability of QSIT's services as easily and widely available at most times and a high 60% of them said that the distribution network could be improved. Hence, QSIT should improve its distribution network to reach out to the target audience

**ANALYSIS IN RELATION WITH THE BRAND-RELATIONSHIP
- INTERACTION MATRIX (BRI MATRIX)**

The model is a four-cell matrix illustrating the types of relationships involved, and that the defining factors are the nature of the business relationship - whether close or distant - and linkage between the brands, which is either strong or weak. Table 5.1 represents the BRI Matrix.

Table 5.1 The BRI Matrix

Business Relationship Brand Image	CLOSE	DISTANT
	Interaction supervisory Cell 1	Interaction advisory Cell 2
STRONG		
WEAK	Interaction co-operative Cell 3	Interaction transactional Cell 4

Business Relationship in the table is defined as the formality and extent of control of an organization and its customers.

Brand Image is defined as the linkage made by customers between the brand and the organization.

Cell 1: *Brand linkage strong, business relationship close.*

This cell indicates a strong brand image and a close business relationship. In this case strong formal control is exerted, often through ownership. Interaction is often supervisory in nature.

Cell 2: *Brand linkage strong, business relationship distant.*

This cell indicates a strong brand image and a distant business relationship. Here control is informal and weaker than when the relationship is close. Interaction is often advisory.

Cell 3: *Brand linkage weak, business relationship close.*

In this category control is strong, either formal or informal, but linkage between the brands weak. Interaction between the businesses is co-operative.

Cell 4: *Brand linkage weak, business relationship distant.*

In this case control and interaction is according to market conditions only. Such interaction tends to be transactional. For example; a person attending a workshop organized by a company, here the interaction with the company by the customer may be only for one time.

Conclusion:

Considering the external brand assessment and the internal brand assessment survey conducted and the analysis made, QSIT and its service suite can be identified as having a strong brand image and a close business relationship. Hence, the brand QSIT can be placed in the **Cell 1** in the **Brand - Relationship - Interaction matrix**.

Chapter 6

CONCLUSIONS

The conclusions drawn out of the research conducted on Branding and Positioning of QSIT are mentioned below:

- There is high and unaided awareness about QSIT in the target market as a great percentage of the target audience i.e. 76% is aware about it.
- Telemarketing has been the most successful medium of reaching out to the target market with Mailers also being the second best medium. Hence, we can say that QSIT apart from telemarketing and mailers should focus other medium for communication.
- The percentage of respondents who said that they would refer QSIT services to others was 84%, which is extremely good and by which we can determine the brand image of QSIT.
- Majority (47%) of the respondents say that the availability of QSIT services are Good, whereas 22% say that the services of QSIT are Very Good and only 5% say that the services of QSIT are satisfactory.
- 53% of the respondents said that rate of QSIT training and certification costs is high. Whereas 47% of the respondents said that rate of QSIT training and certification costs is average.
- A high 79% of the respondents were aware of the fact that QSIT is a Global REP (Registered Educational Provider) of PMI (Project Management Institute).
- QSIT services were regarded good by the target audience.
- The research conducted has showed that QSIT services quality is well appreciated among the target audience.
- QSIT does constant research and takes feedback from its customers regarding its services, which helps to improve the services provided.
- It has a clear and comprehensive plan in place of the long-term brand identity strategy.

- It is a customer and technology driven company that gives utmost importance to its customers and not a sales/profit driven or competitor driven company.
- The internal planning policies and procedures need some improvement as they need to be strategic and disciplined.
- It has a very desirable and distinctive image among the target market.
- QSIT's services are easily and widely available at most times but the distribution network could be improved.
- It is highly familiar among the target audience.
- The brand QSIT is known in the industry though being only a three year old company.
- QSIT has created itself a brand image in the minds of the customers but still corrective measures need to be taken in order to maintain and boost the brand image.
- As QSIT provides a variety of services like consulting, audit and assessment etc...it needs to improve the level of quality of service being delivered.

Chapter 7

RECOMMENDATIONS

- ✓ To give the service a differentiation advantage it is important to create a distinguishable atmosphere that the customer can relate to the service provider. This can be achieved by the use of corporate brand signs, corporate colours and several

other themes that are common to all employees everywhere the company presents itself to the public.

- ✓ Participation of the top-management executives in various summits and meets thereby building relationship with others in the industry.
 - ✓ Technically sound Public Relation Officer needs to be recruited, who will help in further brand building activities of the company.
 - ✓ By participating and getting involved as a member in various forums and meets will help to obtain additional brand recognition and will also enhance QSIT's positioning.
 - ✓ Sponsoring selected events related to the industry will also help in the brand building process.
 - ✓ Highlights of the high profile people in the company to be marketed in all possible ways.
 - ✓ Internet advertisements in leading websites will also help in reaching out to great number of people increasing the brand awareness.
-
- ✓ The company should partner with various educational institutions, and few top-management executives should also try and deliver lectures at various educational institutions. This type of industry-academia partnerships will help QSIT build their brand.
 - ✓ Branding each service from the point of center of excellence.
 - ✓ Entering into ITES and non-IT sector effectively by conducting adequate research.

- ✓ Entering into other geographical locations.
- ✓ Frequently keeping a check on current brand image and position and reviewing the branding strategies.
- ✓ Advertisements in leading newspapers not only during an event but also regularly in order to strengthen the branding and positioning process.
- ✓ Job ads for professional services are much more than a means of attracting qualified people. They allow the companies to present themselves with some unique personality. Job advertisements are a good way to present the variety of services offered when they search specialists for a certain position. In that way the QSIT can make their brand and its personality more known amongst possible employees and possible clients.
- ✓ The company's brand can also be built by exhibiting Corporate Social Responsibility by contributing part of their funds for social causes like education, healthcare, rural development, and infrastructure and environment protection.