OUTSOURCING
CONTINUES TO SOAR

IN THIS ISSUE

(executivetalk)

Kapil Nanda's Fiscal Year End Message

At the close of fiscal 2003, Infogain will be completing its 13th year of operation. This past fiscal year was one of significant progress for Infogain. Despite a continuing adverse environment for high technology companies and the IT industry in general, extreme cost pressures and heightened competition, we managed to hold our own and have recently seen a return to incremental sales growth on a quarterly basis.

When we started the year, I set out the following objectives for the company and the executive team:

1) Stabilize the business and get back on the growth track.
2) Make the IDC an important element of our rebound strategy.
3) Refocus on 4-5 practices that would provide differentiation, leverage our strengths, and provide the engine for growth.
4) Strengthen and restructure the executive team to provide the leadership to achieve the objectives, and provide the platform for the development and growth of our consultants.

I am happy to report that we made progress on all fronts.

First and very significantly, we signed the biggest deal in the history of the company: A $13 million deal with HP over three years. Many thanks to Alan Huwe, Rajiv Munshi and Alok Arora and the entire HP team for making this a reality. A great job by all. We have also seen an increase in new customer activity as witnessed by the signing of LSI, Applied Material, Qualcom, Kia Motors, Navis, Serena Software and Embarcadero Systems. All are premiere accounts by anyone's standards! All the success this year has been due to GREAT TEAMWORK BETWEEN SALES AND CONSULTING LEADERSHIP.

At the beginning of fiscal year '03, Infogain set out to re-invigorate our primary consulting practices: CRM, Integration, and BI. Packaged implementations had continued to decline from the previous year, and Infogain was impacted by these trends. Areas of specialization became necessary to differentiate ourselves, and we took on this challenge. Integration continued its momentum in positioning itself as the thought leader in the field, leveraging relationships with TIBCO and BEA and gaining the respect of clients who tapped our skills for assessments and roadmapping projects. Business Intelligence took a solution-oriented approach, identifying and meeting specific needs faced by selected verticals. By identifying opportunities and pain points in industries where we previously had no footprint, Infogain is establishing beachheads in automotive, finance, and telecommunications, acquiring valuable skills and knowledge that will propagate across all practices. CRM has maybe had the toughest go of it, and to meet changing market requirements, we began re-tooling some of our sales and delivery mechanisms to attack the mid-market, one of the bright spots in the industry. Our partnership with Siebel is already showing great promise in this area.

By differentiating our offerings, we have raised our value in the eyes of both partners and customers. We have succeeded where competitors have struggled, and we are extremely well positioned to win a significant proportion of new business that will emerge as we rise out of the current economic conditions.

We have made good progress in the last couple of months with respect to our goal of launching into the Business Process Outsourcing (BPO) space. Currently, we are in the process of mobilizing our U.S.-based BPO team, which will be responsible for Sales, Transition Management, and ongoing

infocus

Infogain's Strategic Outsourcing Solutions

BY DARIYUS SETNA AND MANISH GUPTA

Given the general downturn in the overall IT services market since 2001, one sector of this market has been relatively stable, maintaining its value proposition to clients despite the tough economic climate: outsourcing.

IT services, as Gartner and some other industry analysts define it, is composed primarily of IT management services, business processes, and transaction management services. These have proven to be comparatively bright spots in the IT services market, offering a compelling business value proposition for enterprises as a means to gain operational efficiency, focus on core capabilities, improve processes, and reduce the total cost of ownership (TCO) of IT solutions.

Infogain's commitment to and maniacal focus on Product Engineering Outsourcing and Applications Management Outsourcing has certainly paid dividends and contributed to Infogain's reputation as a formidable player in the outsourcing services market. Our core expertise in these areas is second to none as demonstrated by our ability to win new and follow-on engagements at clients like HP, Amdocs, Navis, and Embarcadero Systems, amongst others.

Product Engineering Outsourcing Services

In today's economic environment, some of the biggest challenges software companies (i.e., our clients and prospects) face are:

• R&D spend continues to be a high percentage of total revenues
• Bringing to market new products and upgrades in a timely manner
• Managing customer demands and satisfaction
• Compatibility with major platforms

In an effort to help clients address these challenges, Infogain offers a comprehensive portfolio of Product Engineering Services (PES) that includes:

• Product maintenance and sustenance
• Product QA and testing
• Product release engineering
• Product porting
• Internationalization & localization
• Report creation & adapters for interoperability with leading authoring tools and application servers

For example, at Amdocs we have successfully completed a long-term development project that introduces full-scale Unicode capability within the Amdocs/Clarify CRM product. This important feature will be introduced in Clarify's upcoming 12.0 release; it will enable Clarify customers who have operations in multiple countries to store customer data in multiple languages within a single database. We had a team of four engineers in the IDC, with Ashutosh Rahalkar as the project lead, to complete this challenging assignment – according to the highest quality standards and within the scheduled time frame.

Infogain has been awarded a pilot project for automating Navis's QA test suites. At their last user conference, Navis made a commitment to their customers to deliver the automated test suites to them. This will enable customers to enhance the test suite and use it to effectively manage their customized version of Navis code. Once the deliverables from the pilot project are accepted, we expect that Navis will award us the larger follow-on project so that their customers can have the product by early 2004.

Our efforts in the PES area continue to offer a strong value proposition to our clients – some key benefits include:

• Up to 50% reduction in development costs, thereby allowing clients to refocus their key internal resources on new development initiatives
• Reduced time to market by leveraging Infogain's dual-shore execution model
• Improved product quality by utilizing Infogain's best practices approach
• Improved satisfaction of clients' customers through reduced turnaround time of defect fixes

Applications Management Outsourcing

Infogain's Applications Management Outsourcing offering enables clients to outsource the maintenance of their applications, take advantage of the significant cost savings (up to 50%), and 'create' budgets for new and more strategic initiatives for their enterprise. Our diverse array of Applications Management Outsourcing solutions include:

1. Applications Maintenance and Enhancements
• Ongoing application releases
• Bug fixes, feature changes, and minor functionality enhancements
• Technology upgrades and migration

2. Applications Support to IT and Business Users
• First- and second-level support
• Ad hoc queries, questions, production problems, and pager escalations

3. Ongoing Operations Support
• Centralized QA / release management
• Database administration services
• Applications administration and monitoring

Infogain's Applications Management work at HP continues to go well. Recently, HP invited Infogain to respond to an RFP for additional applications management work, which is testament to the high quality of work performed by our consultants on this account.

Business Process Outsourcing (BPO)

Business Process Outsourcing represents tremendous potential and is forecasted at an annual growth rate of around 30% until 2008. Infogain is making inroads to the BPO arena, initially through the Contact Center Outsourcing segment.

We have made good progress in the last couple of months with respect to our goal of launching into the Contact Center Business Process Outsourcing space. Currently, we are in the process of

(from the field)

SALES HIGHLIGHTS

NEW WIN: Westaff, Inc.
Infogain Team and Contributors: Doug Rowe, Rajiv Munshi, Anil Kumar, UK Team

Westaff, Inc. provides light industrial, clerical, and light technical workers to small and midsize businesses in secondary markets (rural and suburban areas) across the U.S., as well as in Australia, Denmark, New Zealand, Norway, and the United Kingdom.

Westaff uses PeopleSoft v.3.0 (although PeopleSoft 8 is the most current version) to manage payroll for all temporary employees. Their payroll system needs to apply all current federal, state, and local employee taxes for employees throughout the U.S. Upgrades to the tax tables are usually handled through the maintenance agreement with PeopleSoft, but because Westaff stopped paying for maintenance in late 1999 their version has not been supported for several years. And they have not updated their tax tables since. Also, the COBOL code used to calculate employee tax hasn't been updated to utilize the extended tables and so would not be able to access them to make the necessary calculations.

Doug Rowe

Infogain was engaged to help determine the risk and potential financial exposure Westaff faces due to their outdated payroll systems and operations environment. With the PeopleSoft experience of Rajiv Munshi and Doug Rowe, and with guidance from both the Infogain UK team and Anil Kumar's recruiting team, we suggested a three-week, high-level gap analysis between their current tax tables and the current tax table available with PeopleSoft 8. As part of the gap analysis we will propose either a version 3.0 remediation plan (to include time effort and approximate cost) or a re-implementation of PeopleSoft 8.x.

By helping the IT and business departments identify and quantify the risks Westaff faces due to their outdated systems, Infogain will enable them to make sound business decisions toward issue resolution in the most cost-effective and beneficial way.

Let's congratulate the team on their win!

NEW WIN: Nikon Precision Products
Infogain Team and Contributors: Kimberley Cheadle, Kapil Nanda, Leonard Palomino, Rob Nunes, Rajiv Munshi

"We submitted a world-class proposal and won the business, removing from the process a long-standing incumbent." —Kim Cheadle

Nikon Precision Inc. offers a complete line of high-throughput/high-NA i-line and DUV steppers and scanners; it is also active in a number of new technology initiatives, including projection e-beam, 157 nm, and EUV lithography. Nikon spent five years choosing software to manage and support their field service application.

The Merlin project, with which Infogain has been selected to assist, solely encompasses field service, which is essentially the most critical component of their business. They looked at Siebel, Clarify, and PeopleSoft, eventually selecting PeopleSoft 8 in March of 2003. Nikon initially enlisted Infogain to help them complete a three-week scope validation because several

Kim Cheadle

PROJECT SPOTLIGHT

Voice Self Service with Genesys Voice Portal

BY RYAN LUECK AND ANKUSH JOSHI

Since the inception of Interactive Voice Response (IVR) technology, call center and business managers have sought to increase customer satisfaction and reduce costs by implementing customer self-service IVR applications.

IVR applications allow customers to dynamically interact with one or more computer systems via the telephone by using natural speech or touch-tone input. Examples of voice self-service applications include banking transaction systems and airline information systems. These self-service applications benefit customers by allowing quick and easy access to information or by allowing transactions to be performed without the aid of a live customer service representative (CSR). Cost reductions are realized by a decrease in the number of CSRs required to service a given number of customers.

Until recently, many IVR systems have been proprietary in nature. The purchase of IVR software often locked customers into specific hardware and programming environments. And once the hardware was purchased and the programming methodology learned, the total cost to migrate to a new system was often prohibitive.

In recent years, an open standard for voice applications has emerged in the marketplace. This open standard uses a combination of telephony interface cards, Web server technology, and the VoiceXML language.

The open standard offers advantages over other proprietary systems:

1. Web technology allows developers to build voice applications using common development tools and languages (including Java servlets, jsp, perl, asp, and php), thereby reducing training costs for developers.

2. Most organizations have invested large sums of money in their Web infrastructures, as well as hardware and software. The use of Web architecture for voice applications allows these organizations to gain additional benefit from their existing hardware and software investments.

With Genesys's purchase of Telera, Genesys and Infogain have entered the VoiceXML marketplace with the Genesys Voice Portal (GVP) product. This product offers organizations unique benefits over

(from the field)

SALES, MARKETING & ALLIANCE NEWS

Infogain and Netezza Hold Dual Marketing Event in Seattle

BY TODD FERGUSON

Infogain and Netezza held a mutual client event at a Mariners baseball game in Seattle. Infogain's Todd Ferguson and Netezza's Jeffrey Boudreaux coordinated the event, which had a turnout of 30 people, including 17 prospective clients. Other Infogainers in attendance were David Overcash, Gary Butler, and Dave Perro.

The objective was for Infogain to engage in an event that centered on the Netezza offering and Infogain's core BI offerings with Netezza. We invited people from most of the "big 20" prospective accounts in Washington state and were very pleased to have 17 of them choose to attend. Foster Hinshaw, CTO and founder of Netezza, presented along with Gary Butler, CTO of Infogain, to illustrate our service offerings and how the collaboration works. After presentations, the group adjourned to a suite to watch the Seattle Mariners defeat the Montreal Expos 1-0.

We are confident that we met with success in finding qualified interest in the Netezza offering from five of these prospective clients, and we'll continue to leverage those relationships for Infogain BI offerings as well as for Netezza. A follow-along Infogain/Netezza territory planning session is scheduled for July 15 in Seattle.
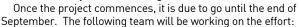
Infogain will continue to work closely with Netezza in evolving our already strong relationship. Additional joint-marketing efforts are planned, in addition to closer technical collaboration, which will cover customer proof of concepts, implementation methodologies and services, delivery of customer training, and development of business solutions. Infogain continues to invest in the technology by aggressively training resources at Netezza's corporate headquarters in Framingham, Mass.
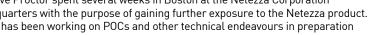
UK Sales and Marketing Update

BY GARY BUTLER

At long last we seem to be making progress with Orange in regards to the Netezza project. The proposed deal is in excess of $2 million, with about £450,000 earmarked for Infogain.

As of this writing, the project start date is July 7. However, this may move out a week or two due to the PO-generation process. In theory the deal is only official with a signed contract and a PO; but we are extremely close to landing this.

Once the project commences, it is due to go until the end of September. The following team will be working on the effort:

- Hilary Damant
- Ian Richardson
- Steve Proctor
- Saleem Akbar

Steve Proctor spent several weeks in Boston at the Netezza Corporation headquarters with the purpose of gaining further exposure to the Netezza product. Steve has been working on POCs and other technical endeavours in preparation

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Practice Update

Business Intelligence Practice: Translating Business Requirements into Strategic Solutions

BY DAVID PERRO

In addition to our robust CRM, Application Management, Integration, Product Engineering, and Business Process Outsourcing capabilities, Infogain has continued to develop its Business Intelligence practice into a leading provider of complete BI solutions and services.

These services include:
- Business process and solution consulting
- Business intelligence solution development, to include integration
- Training and corporate communications / roll-out
- Ongoing application management and enhancement services

Our team is strong. We are lucky to have the talents of project managers like Hursh Juneja and Alok Prasad, combined with the strengths of the 21 other U.S.- and IDC-based BI consultants and the BI leads listed below. Infogain's BI practice proudly offers business intelligence solutions and services that address the complete lifecycle needs for customers trying to get the greatest value from their ERP, CRM, call center, and supply chain management systems. And we do it in a cost-effective and expeditious way.

Our top-notch consultants:
- Ketan Gadre
- Gopal Karhade
- Sumit Bhindwhale
- Vardan Aroustamian
- Srividya Thyagarajan
- Sushma Bhagatwala
- Sadanand Morbad
- Prasanna Gopinath
- Madhavi Joglekar
- Sumeet Yawalkar
- Sandhya Ramanathan
- Ramesh Babu Bakthavathsalam
- Sitaramaraju Chekuri
- Chau Tang
- Harvey Lee
- Sailesh Thakker
- Arun Prasanth
- S. Samynathan
- M. Sundararsen
- Manoj Kr. Jaiswal
- Dan Nguyen

With active projects at Hewlett-Packard, Kia Motors, and Orange Telecom we're helping clients

money talk

The Challenging and the Interesting – Finance at Infogain

BY GREG IZON

Another year has gone by and, as in other years, this one has been filled with its own challenges.

In the field of finance we follow a routine: there's a pattern of monthly, quarterly, and yearly period closings (which may be kind of boring for some non-financial types). So to put a different flavor in our world we in finance welcome the Challenging and the Interesting.

One of the primary interesting challenges we took on in the past year was the implementation of the Solomon Software Project Series. Most of you have benefited from a subset of its features when entering your time and expenses in the Time Sheet Reporting and Expense reporting modules. A couple of months ago, we turned on some additional features, as well, including the "Solomon Desktop Analyzer."

The Desktop Analyzer has added a tool to help the practice directors and project managers measure and track project financial status and profitability in a near-real-time manner over the Web. We are also excited to announce that soon, both UK and IDC will experience the same benefits of access to the "Solomon Web Desktop" module.

Occasionally I am asked: "Given the opportunity, what could the consultants do to make your group's job easier?" The answer is easy: "Timely submission of time sheets, expense reports, and PTO information." This is easy enough to do, I know, but we're easy to please. And I can assure you that if you follow these practices you will have "interesting" friends in the finance department.

On the flip side, I occasionally ask members of the delivery organization a similar question: "What can we, in finance, do to make your job easier in delivery?" I get many answers, which we continue to work through with Mel Aclaro in his assigned role as the delivery liaison. But one of the more prevalent answers we get is to help reduce the reporting burden for PMs on project financial metrics. On this score, I'm happy to say that this is a priority on which we've been working with delivery and our team of contractors.

Recently, we've formalized some structured internal reporting to ensure we

Finance Team from left to right: Dean Wohlwend, Choua Vue, Charvel Kinney, Greg Izon, Lisa Buse, and Faten Amireh

manage issues and schedules accordingly on our implementations and maintenance. To date, we've rolled out the Web Project Analyst for project managers. Work is continuing here on which we'll keep you updated. In the meantime, if any of you encounter any issues as you use the Web Project Analyst, Mel Aclaro has positioned himself as the initial contact point.

By the way, let me re-introduce all of you to your friends in the finance department:

• Denise LePage, Payroll Manager
You don't want her mad at you, she has your paycheck.

• Charvel Kinney, A/P Processor
If you want no delays on your reimbursement check, she should be on your x-mas list.

• Lisa Buse, A/R & Project Accountant
She goes after our customers for our money and also ensures that consultants are administratively associated with the correct projects.

• Faten Amireh, Revenue Accountant
She sends the "bill" to our customers; she'll hound you to the ends of the earth if you're late on a time report.

• Choua Vue, GL Manager
Don't let her soft-spoken manner fool you; she is an efficient, well-oiled financial machine.

• Greg Izon, Senior FP&A Analyst
I do not work with real ("actual") numbers, just those that the company is wishful of (i.e., Profitable Plan; Profitable Forecast; High Revenue; and Low Expenses). I am also the official finance "gopher" ("go for this...go for that").

• Dean Wohlwend, VP Finance and CFO
He is our fearless leader. Anybody who doesn't know the meaning of CFO doesn't know who to be friends with.

I hope this gives you an overview of the INTERESTING and CHALLENGING WORLD of the finance department. We're looking forward to working with all of you – and for a new and profitable year at Infogain. ■

infoIDC

IDC Facility Update

BY ANEESHA MYLES AND SAUBHIK MANDAL

The India Development Center has emerged as a core business entity in Infogain's global delivery mechanism. To support its strategic expansion plans the IDC acquired a new facility near the existing IDC building. The close proximity of the two buildings will help the IDC to more efficiently manage and distribute senior management and support staff time.

The IDC's new facility has a workspace area of 16,000 square feet and a seating capacity of over 200. The new building has four conference rooms and a well-equipped training facility. The Local Area Network between the two IDC buildings is established via a stable optical fiber connectivity (OFC), which is the primary connectivity link. For backup in the event of OFC failure, a radio frequency (RF) is also in place. As with other existing facilities, the new site has Internet connectivity, client site connectivity, and video conferencing capabilities.

Thus, from the perspective of external clients and other overseas offices, the two IDC facilities will serve as a single functional unit. Infogain India will now have two international private lease circuits (IPLCs) for connectivity with the headquarters in Los Gatos.

The new IDC facility will initially accommodate one of its larger practices, with ample room to grow to the planned extent. In light of present India expansion plans, the IDC may acquire newer premises in the coming years. Over the next financial year, the IDC is poised to execute over 30% of total Infogain business, reflecting a notable increase over the current share of nearly 20%.

Significant expansion is expected in areas of integration and business intelligence, while CRM, PES, and AM businesses are expected to grow steadily. Another major growth area should be our BPO business, which is scheduled to go online later this year. The technical workforce in the IDC will likely be between 500 and 600 including about 100 people in BPO by the end of the financial year 2004 (in June).

In the increasingly competitive IT consulting market, outsourcing is already mainstream. Small and large corporations alike are exposed to the benefits of outsourcing to offshore destinations. With a critical mass of over 500 people in our offshore delivery unit, we would be well poised to operate in the $5 to $10 million per annum outsourcing marketplace.

Proactive and reactive buildup all core competencies in the IDC will help Infogain offer efficient and cost-effective dual-shore delivery in all future business proposals. In light of the new developments and further expansion avenues, Mr. Abhay Sinha, Managing Director of Infogain India, rightly observed with regard to inauguration of the new facility: "We have achieved another major milestone in IDC's growth path." ■

Encompassing Knowledge

BY S. R. KRISHNAN AND RAJAT BHASIN

Knowledge Management – An Overview
A knowledge management initiative is a strategic plan that seeks to develop and utilize the existing assets of individual employee knowledge and experience within an organization so as to augment and enhance the business process – and to drive innovation. Knowledge management efforts leverage information technologies to identify, develop, access, and apply employee skills and experiences to improve the company from within. The intention is to make this knowledge and experience accessible and obtainable to those who can benefit from it.

Infogain Knowledge Compass (IKC)
The Infogain Knowledge Compass (IKC) is a manifestation of our foray into the knowledge sharing and management domain. The IKC is a robust Web-based application with features like portals,

info share

Infospeak

When you call Infogain HQ, do you ever wonder who's on the other end of the line?

Well, let's find out! The Infogain receptionist isn't just one friendly person, but a TEAM. Lisa Herschfelt takes the lead, running the desk Monday through Friday, 8:00–12:30. In the afternoons, the other team members chip in. Veronica Josefsberg takes Monday afternoons; Charvel Kinney has Tuesdays; Lisa Ayala runs

Left to Right: Lisa Ayala, Joe Kirk, Veronica Josefsberg, Lisa Herschfelt, and Charvel Kinney

the desk on Wednesdays; Joe Kirk holds down the fort on Thursdays; and then on Friday afternoons Lisa runs the show again.

Veronica has been with Infogain for almost nine years and spends the better part of her time as executive assistant to Kapil Nanda, our CEO. Charvel helps out in the finance department by making sure we all have our expense reports up to date and in on time, and also by assisting with accounts payable functions. She has been with us for over three years. Lisa Ayala, a senior coordinator for the past four years, assists Rob Nunes as well as the solutions consulting department. In his IT role, Joe Kirk is often seen running around the office helping to keep all of our systems up and running; he's been at Infogain for the last three years. And finally, our leader, Lisa Herschfelt, spends her time away from the front desk serving as executive assistant to both Margaret Nanda and Phil Johnson.

So there you have it... now as you call into headquarters or pass by the front desk, you don't have to wonder who you're talking to!

Infogain Launches New Website to Support Growth in Business Offerings

BY NICOLE GUTIERREZ

Infogain's Web Team launched a new website late last month to help accommodate the expansion in our business, primarily focusing on the extension of our outsourcing initiatives. This new site marks Infogain's dedication to enhancing our overall service offerings to our customers, and the website reflects these changes in our business outlook.

With our recent announcement to expand the IDC by as many as 350 software professionals

recipe of the month

Vegetable Penne Pasta: A Bachelor's Delight

Chef of the Month: Ankush Joshi

Ingredients:

1 16-oz. package penne pasta
4 tablespoons olive oil
3 cloves garlic, chopped
1 8-oz. can V8 Spicy Vegetable Juice
3 tablespoons cumin (jeera) seeds
1 tablespoon turmeric powder (haldi)
½ tablespoon mustard seeds
½ cup finely chopped onions
1 cup chopped tomatoes
1 cup finely chopped zucchini
1 teaspoon crushed red pepper flakes [OR 4 teaspoons chopped jalapeno peppers OR 1 habanero chopped (Caution advised: extremely hot!)]
½ cup tomato puree
½ cup spicy sev (Indian fried noodles)

Directions:

STEP 1: Prepare Pasta

Bring a large pot of lightly salted water to a boil. Add pasta and cook for 8-10 minutes or until al dente. Drain and return to pot. Add cold water while draining so that pasta does not stick to itself.

STEP 2: Prepare Pasta Sauce

Heat 3 tablespoons of the olive oil in a skillet over medium heat. Once the oil is hot, add mustard seeds and cumin seeds (the mustard seeds will pop with a characteristic special sound). Add turmeric powder. Then add onions and garlic. Sauté onion until it becomes red in color.

Add tomatoes, zucchini, peppers (jalapeno, or habenero, or red pepper flakes) and let cook for 3-4 minutes. Cover the skillet to ensure perfect cooking. Add V8 Spicy Vegetable Juice to the mix and turn the heat to low. Let the vegetable mix cook for another 6-8 minutes. Add little bit of tomato puree if you want the sauce to be thick. Check the zucchini to ensure that it is cooked perfectly. Once boiled, keep it warm until you serve it.

STEP 3: Serve

Add the remaining tablespoon of olive oil to the pasta and shake it well before serving. Add the sauce and sev topping.

*employee*Corner

employee**profile**

Anagha Donde

Hi, I am Anagha Donde. I am part of the Application Management practice at Infogain U.S. I have very recently moved to AM from the CRM practice, where I was part of the Siebel team. I have been with Infogain for three-and-a-half years now and have enjoyed every moment.

I have worked on some very interesting Siebel projects during this period – at TIBCO, SGI, Verisign, Cosine, and Responsys, among others. Before I joined Infogain in January 2000, I worked for Citicorp and Tata Infotech in India for five years. We did a couple of large Siebel implementations for Citibank, NA while at Citicorp. A couple of my colleagues from Citicorp have also joined Infogain.

I originally come from Bombay, India, where my family resides. I have a large extended family in India. My parents and grandma live in a small suburb of Bombay in a typically tropical bungalow (we actually have nine different kinds of fruit trees growing in our yard, including mangoes). That's one thing I have missed sorely since coming to the U.S. – alphonso mangoes during the Indian summers!

My elder sister, brother-in-law, and a very naughty niece live nearby. I spent all of my childhood in Bombay, playing hide-and-seek, lagori (a local game), and generally "chilling around" in the hot summers of India. I went to school near my home and braved the packed local trains to college.

I am a computer engineer by education. I wanted to be a pilot when I was younger and then I wanted to be a doctor, and I almost went to study medicine before I joined an engineering college. I went to graduate school (it's called Degree College in India) in Pune (a city near Bombay) and experienced the so-called "hostel-life." Maybe that's why I am not that great a cook, but I do enjoy cooking Indian cuisine.

Country music (that's right!) and light rock are my musical likes. I read a lot – almost anything that I can lay my hands (or eyes) on, but I especially like reading poetry. In fact, believe it or not, I write some poetry myself. I also love to play table tennis (which I learnt from my colleagues at Infogain) and to paint with pen and ink. ■

Let's Celebrate!

ANNIVERSARIES:

Rakesh Gupta	8 years
Rajiv Munshi	8 years
Alok Arora	7 years
Radhakrishnan Nandakumar	6 years
Samiran Basek	6 years
Ashok Gupta	4 years
Himnesh Kapoor	4 years
Lisa Buse Miller	4 years
Sumit Grover	4 years
Sridhar Potnuru	4 years
Sanjay Kaul	4 years
Subhash Solanki	4 years
Alan Huwe	4 years
Kandasamy Ramalingam	4 years
Chris Castleman	3 years
Arvindra Randhawa	3 years
Wei Xu	3 years
Saugata Pramanik	3 years
Lisa Herschfelt	3 years
Sadanand Morbad	3 years
Anujit Sarkar	3 years
Prashanth Mudda	3 years
Chau Tang	2 years
Kevin Burdsall	1 year

NEW HIRES:

Ajay Verma:
Bhoopendra Singh Bisht: HP-AM
Ashish Dhar: HP-AM
Harsimran Singh Sandhu: Amdocs
Yogesh Kaushik: Integration Services
Maneesh Innani: Nikon

Phani Kumar D: HP-AM
Varanasi Sreedhar: Siebel
Vikas Arora: Vantive
S. Siva Raj: Integration Services
Tapan Jain: HP-Icare
Dheeraj Gupta: HP-AM
Sudhir Arya: Clarify-SGI
HariBabu K.: Integration Services
Anurag Gupta: Vantive
Jayasree Koustubh: HP-Icare
Ashwani Mangy: Integration Services
Abhishek Thakur: HP-AM
Ayaz Ahmed: HP-AM
Bhupinder Sapra: Nikon
Himanshu Gupta: Navis
Sandeep Taneja: Nikon
Ajay Khanna: HR
Joyprakash Saikia: HP-Icare
Manish Sharma: Integration Services
Mukesh Mishra: HP-AM
Sachin Rajpa: Project Office
Yohan P.M.: HP-AM
Anil Das: Navis
Sridhar Nerella: Net App
Vikrant Khattar: Amdocs
Rakesh Meht: System Admin
Ashish Sharma: HP-AM
Umesh Prasad Kushwaha: Administration
Harish Lyall: Business Development Manager
Posinasri Ramakrishna Rao: Principal Consultant - CRM
Rajan Mehra: Program Manager - AM
Anthony O'Brien: Director of Sales
Rakesh Kumar Gupta: Consultant
Pascal Baker: Telco District Manager

INFOSPEAK (continued from page 7)

over the next 18 months, as well as a definitive move into the BPO market to further diversify our services, the revamp was necessary to help support this growth.

The website is also more open and intuitive, adopting a more user-friendly approach. With easy access to information and the ability to drill into specific practice areas, the new website offers easy navigation and quality insight to Infogain's Consulting Services and Outsourcing Practices.

Special thanks to the other team members: S. R. Krishnan, Saubhik Mandal, Aneesha Myles, and Sachin Rajpal for their hard work to make this happen. Also, I wanted to introduce Indrajit Chattopadhyay, a recent addition to the team, who will be heading up this effort in the future.

Please find the improved website for Infogain Corporation now available at www.infogain.com. We welcome your feedback and comments on the updated site. Please direct these to Nicole Gutierrez. ■

PROJECT SPOTLIGHT (continued from page 3)

other VoiceXML applications.

The primary benefit of GVP is out-of-the-box integration with the rest of the Genesys Computer Telephony Integration (CTI) system. A complex component of many Genesys implementations is the integration of voice applications with the Genesys reporting, routing, and desktop systems. The Infogain-Genesys team and the GVP product offer significant inroads in this area of contact center implementations.

The Infogain Genesys team has been working with the GVP product since its launch. We are currently focused on installation and configuration of GVP at multiple client sites. Infogain has Les Ramsey, Ryan Lueck, and William Lang to thank for their exper-tise in GVP implementations. As a team, we are also growing our capability to develop voice applications as a front end to CRM/ERP products based on our integration and CRM expertise developed during the InfoMobile-Mobile application development framework.

A simple demonstration has been developed to showcase Infogain's capability in this area. The demonstration leverages Infogain's expertise in writing CRM API applications and the Text to Speech (TTS) and Automatic Speech Recognition (ASR) capabilities of the Genesys Voice Portal. PeopleSoft Business Link software was used for back-end integration, and the demonstration is deployed over HTTP.

Many thanks go out to Gopinath Kujali and Avanish Jain for showcasing their expertise in developing this demonstration. If you would like to experience the demo, contact Gopinath Kujali, Avanish Jain, or Ankush Joshi.

For technical details contact ankush.joshi@infogain.com or gopinath.kujali@infogain.com.

For technical information on VoiceXML, visit http://www.voicexml.org.

For information on Genesys Voice Portal, visit http://www.genesyslab.com.

ClarifyCRM 12.0: Another milestone in six years of a trusted, proven, and gradually transforming Amdocs-Infogain relationship.

BY ANAND SHANKAR LAL, KSHITIJ KUMAR AGARWAL, NIGAM SINGH YADAV, PRIYADARSHI DEBASHIS, ALOK BANSAL, AND RAJESH GUPTA

In Brief

Infogain has been a successful development partner with Amdocs and the ClarifyCRM team for more than five years.

Amdocs was experiencing the classic challenge of deciding be-tween spending time on new development versus addressing cus-tomer satisfaction issues with regular maintenance releases. While their own sustaining team was fully engaged fixing critical defects, the backlog of second-priority defects was growing unchecked. And Clarify was unable to hire additional employees due to budget limitations.

Amdocs found an ideal alternative by partnering with Infogain to benefit from their robust engineering process. The Infogain team stepped in and tackled the defect backlog; they also assisted in implementing a release management discipline. Clarify now has very well organized and regularly scheduled releases.

The technical expertise and dual-shore engineering resources that Infogain brought to the Amdocs/Clarify initiative enabled the company to satisfy business requirements while working within existing budget constraints.

Objectives

With the help of Infogain, Amdocs wanted to achieve the following goals to promote customer satisfaction, increase internal deliver-able capabilities, and reduce costs:

- Reduce turnaround time for fixes and releases
- Fix all major defects remaining in the backlog to promote customer satisfaction
- Roll out regular maintenance releases (MRs) without strapping internal resources
- Deliver one MR between major product releases (a task requiring more resources than they had)
- Have no more than 50 pending second-priority defects at any given time (the existing number was considerably higher)

Business Challenges

Customer satisfaction
Customers were raising product-related issues that impacted their productivity and effectiveness. Amdocs was able to address the critical issues (i.e., those that would prevent the customer from us-ing the software), but the second-priority defects were slipping.

Upgrade process
Amdocs regularly delivered service releases (SRs), but due to resource constraints, maintenance releases, which contain a roll-up of multiple SRs, were taking the back seat. The result was that in addition to the major fixes, Amdocs customers had to apply multiple SRs to their installation – a highly inefficient and error-prone process.

Development team priorities
Many second-priority defects – often critical to high-level custom-ers – required in-depth product knowledge, and so the develop-ment team was relied on for such fixes. This resulted in conflicting priorities for the developers, whose primary focus was to deliver the next major product release without compromising the slated time to market.

Infogain's Solution
To deliver regular MRs, Infogain set up a dual-shore team. This team began fixing major defects, and within just four months deliv-ered the first maintenance release. They have since been delivering MRs every four-and-a-half months.

Based on this initial success, Amdocs broadened the scope of the Infogain initiative to manage all critical, or first-priority, defects and to answer escalated customer queries. The scope of work subse-quently expanded to cover QA and testing on all MRs and SRs and to make ongoing enhancements to the automated regression test suite. Now the larger Infogain team delivers critical defect fixes and answers escalated queries while also assisting the internal Amdocs QA team in testing major releases on multiple supported platforms.

Key highlights of Infogain's contribution to Amdocs CRM 12.0 development effort:
- Developed MakeDB with new architecture
- Enhanced character handling capability of pop-up lists
- Fixed issues in Thick Client and Thin Client version of ClarifyCRM
- Maintained regression test suite for classic client product
- Enabled ClarifyCRM to handle Unicode character set
- Enhanced installers to use latest version of InstallShield
- Built French localized version of Clarify product

Amdocs' partnership with Infogain has resulted in the following benefits, all of which contribute to a more satisfied customer base, a more efficient internal development staff, and overall cost efficien-cies:

PRACTICE UPDATE (continued from page 4)

take their company vision and then build a business intelligence architecture that supports it. This process involves enabling corporate decision makers to easily view, distribute, and act upon key performance indicators (KPIs), and to minimize the problem of "too much information," which often impairs executive decision-making capabilities.

Infogain's BI offering leverages the skills of our consultants to lead teams of client experts and stakeholders in translating business requirements into strategic solutions.

Our BI solutions:
- Align business intelligence with corporate strategies
- Measure performance against predefined corporate targets using a variety of tools including balanced scorecards, detailed KPI analytics, data mining, and reporting solutions
- Share, distribute, and filter pertinent business intelligence information across multiple organizations and stakeholders
- Ensure that corporate strategies and goals are being translated into business processes that can be efficiently monitored and evaluated
- Support rapid decision-making processes to enable a shift in organizational priorities within the limits of a rapidly changing economy or competitive environment

Feel free to contact me, or any of the BI consultants, to learn more about how we can support or extend your existing project in the following areas:

Data / Information Access, Extraction, Transformation, and Integration Services – Use corporate data that resides in the customer's existing ERP, CRM, call center, and supply chain management systems. In transforming this data, our consultants typically apply any of the following product solutions and core technologies:
- Informatica PowerCenter
- Ascential Software
- Microsoft DTS & .Net
- Data Junction
- Oracle ETL
- Cognos DecisionStream
- Ab Initio ETL
- BEA
- TIBCO
- Acta
- XML/Java integration

Data Warehouse / ODS – Our team is expert in data modeling and data warehouse design, as well as optimization of the environment for performance and reliability. This also includes implementations for which the data warehouse is an ODS.

Our team's extensive vendor/product expertise includes:
- Oracle
- Informix
- DB2
- Sybase
- MS SQL Server
- Netezza (custom Business Intelligence hardware/software appliance)
- CA ERwin data modeler

Business Intelligence Applications / Data Marts / OLAP-Based Solutions – Any data warehouse or ODS is complemented by one or more supporting data marts. These data marts store topical data, ultimately providing the detail for balanced scorecards, KPIs, and reports required by all of the unique corporate stakeholders.

The Infogain BI team has extensive experience designing and building BI solutions using many of the most powerful and popular OLAP-based products and reporting applications including:
- Cognos
- Hyperion
- Business Objects
- E.piphany
- MS SQL Server with OLAP / Analysis Services
- Oracle 9i
- Brio
- Cubus Executive Viewer
- PolyVista
- ProClarity
- Siebel Analytics
- Crystal Decisions
- Actuate Reports

Again, don't hesitate to contact me, or any one of our BI team, to learn more about our capabilities and how we might support or enhance existing development for your current project.

Thanks to an exceptional BI practice team, Infogain offers broad and deep expertise in the design, implementation, and support of numerous strategic solutions and related business processes throughout their entire lifecycle. ■

IDC Application Management Practice Update
BY NEELANSHU VERMA

Infogain's Application Management Practice evolved as a corollary of our continuing relationship with Hewlett-Packard. Since 1995, Infogain has been providing a range of services to HP centered around our core competencies in CRM, EAI, BI, and outsourcing. When HP assigned Infogain its first application management project in December 2001, it was unquestionably a manifestation of HP's confidence in Infogain, our people, and our processes.

HP's Imaging Printing Group (IPG) outsourced to Infogain the maintenance of six applications. We assumed the responsibility of monitoring and supporting the specified applications and related operations at the India Development Center. The AM project was initiated with a team of nine, including two at the client site and seven offshore. The success of the delivery model furthered the scope of the project, and Infogain today has a still-expanding team of about 60, who provide myriad services within the ambit of the AM practice.

The HP AM engagement encompasses three tracks:

- Support
- Continuous Product Engineering (CPE)
- Quality and Release Management (QARM)

The Support track provides first- and second-level support on a 24x7 basis. It receives "service requests" and "change requests" primarily through defect tracking tools, emails, and occasionally over the phone. Requests are categorized on the basis of their gravity, with the most critical requests getting first-level support within 20 minutes of receipt.

The CPE track is responsible for planned code changes. The QARM track is responsible for pre-release testing and release into production, based on a client-defined schedule.

Infogain's application management service was instrumental in developing the QA methodologies now employed by the Worldwide Technology Development (WWTD) team. Infogain was called on to propose and develop a workable strategy for improving the group's quality control, as they lacked a strategy for dealing with

SALES, MARKETING & ALLIANCE NEWS

for the Orange project.

This deal is critical in that its signing unlocks the overall BI plan. It justifies investment in the growth of the group, which will allow Infogain to build up its delivery capability with respect to implementation services, technical training to customers, increased pre-sales efforts, and the creation of business solutions.

In addition to Netezza, we continue to build our relationship with Ab Initio. We have an initiative to integrate Ab Initio with Netezza. Given that the strategic ETL platform is Ab Initio, this integration will be required once we start the ETL portion of the Orange Data Warehouse project. We are currently doing an initial piece of Ab Initio work with Orange Denmark; once we successfully complete this we'll need to build Ab Initio skills within the BI practice to further increase our capabilities in this area.

The next area of attack will be the BI presentation strategy. Technologies in this space to consider include Business Objects, Microstrategies, and Hyperion.

At the same time, we continue to explore the development of business solutions. This is crucial to how we will play in the business intelligence space in the future – we cannot be a successful BI player without adding true business value.

Growth means change. It is doubtful that this change will be organic – rather it is likely to be quick and aggressive. ■

PRACTICE UPDATE

quality assurance testing on IT initiatives.

By drawing on the methodology already in place at the IDC and on their first-hand knowledge of internal HP processes, Infogain developed and documented a comprehensive QA methodology. This methodology incorporated sample test cases for debugging new programs and detailed procedures for logging, evaluating, and addressing identified problems. HP's IT development team can now easily write test cases for any project, which enables faster deployment of higher quality applications.

HP's engagement with Infogain has allowed them to free internal resources from routine maintenance work and deploy them more effectively within their organization. Also, by employing a model based on service level agreements (SLAs) and by offering centralized operations, HP's IPG has effectively enhanced the services it offers to the larger organization.

Infogain has successfully employed the Dual-Shore™ model and has developed and implemented an effective roster system enabling 24x7 support. Infogain's dual-shore approach for application management allowed HP to realize a nearly 40% reduction in support costs over hiring U.S.-based staff. Around-the-clock customer support also increased service levels, which translated directly into improved response times for critical issues, immediate attention to less serious requests, and overall improved productivity for users of the managed applications.

More Eggs in the Basket: Virgin Mobile Support
Virgin Mobile (VM) is part of Virgin, one of the most trusted and popular business groups in the United Kingdom offering a wide range of mobile telephony services to its UK clientele. Virgin Mobile applies TIBCO to integrate billing, CRM, and the applications of their business partner T-Mobile. Infogain UK was chartered to develop the TIBCO components of this billing solution, which lasted for a period of one year.

Because this is a critical application for Virgin Mobile's operations, they wanted 24x7 support. To reduce costs and leverage the

IDC's TIBCO and application management expertise, Infogain UK and the IDC team are now executing this project jointly. The IDC team currently consists of three project consultants who provide support during UK working hours. ■

PROJECT SPOTLIGHT

- Increased focus by internal development staff on major product releases
- Reduced defect backlog levels
- Reduced fix turnaround time, from two weeks to three days
- Improved product quality due to increased test coverage

Amdocs Dual-Shore Development Highlights

The team contributed to these releases:
- Clarify 8.5 MR1
- Clarify 9 SR and 9 MR1
- Clarify 11.1
- Clarify 11.5
- Clarify 12.0

Amdocs Project Management Team
Infogain Practice Director: Rakesh Goel
Infogain Business Development Executive: Rajani Shailender
U.S. Onsite Senior Project Manager: Inderjeet Saroya
IDC Senior Project Manager: Anand Shankar Lal

Current Team Structure
The team is divided into 5 logical groups:

1. Project: MR (Maintenance Release)
Onsite Lead: Kapil Rajpal
IDC Lead: Kshitij Kumar Agarwal
Developers: 10

2. Project: AE (Advocacy Engineering)
Onsite Lead: Kapil Rajpal
IDC Lead: Alok Bansal
Developers: 9

3. Project: PQA (Products Quality Assurance)
Onsite Lead: Inderjeet Saroya
IDC Lead: Nigam Singh Yadav
Developers: 8

4. Project: CM (Configuration Management)
Onsite Lead: Dhruv Maheshwari
IDC Lead: Priyadarshi Debashish
Developers: 4

5. Project: IE (Infrastructure Engineering)
Onsite Lead: Ashutosh Rahalkar
IDC Lead: Rajesh Gupta
Developers: 7 ■

IN FOCUS (continued from page 2)

mobilizing our U.S.-based BPO team, which will be responsible for sales, transition management, and ongoing account management for clients. We are also actively identifying potential partnerships from a BPO delivery perspective, as well as conducting due diligence on some India-based BPO delivery providers.

Stay tuned over the next couple of months as we stage our entry into this high-growth segment of outsourcing, which will also allow us to leverage not only our IT outsourcing heritage but also our CRM and Business Intelligence background.

Outsourcing Is Here to Stay

We believe that Infogain is well positioned to leverage our core outsourcing competencies, expand into new areas like BPO, and continue to enhance our capabilities to deliver engagements on time and on budget. As for Contact Center BPO, the opportunities are limitless. We are certain that Infogain, with its strengths and solutions focus, will quickly differentiate itself from the competition. ∎

KAPIL NANDA (continued from page 1)

Account Management of clients. We are also actively identifying potential partnerships from a BPO delivery perspective, as well as conducting due diligence on some India-based BPO delivery providers. Our objective is to initially serve the following target markets from a Contact Center BPO perspective:

1) Software Technical Support: This will include both Enterprise as well as Consumer Technical Support for software clients.
2) Customer Care: This will include processes such as Help Desks, Customer Care/Service, Order Management and Lead Management/Campaign Management for clients across several verticals.

This year IDC billable headcount grew 100% from 70 to 140 consultants. We have recently signed a lease for an additional building that will allow us to double our capacity during the next year. The IDC now plays a significant role in the majority of the new business that we executed in the last year. The dual-shore model is well accepted and the processes are well established. We were very happy to be certified SEI-CMM level 4.

One of our most satisfying accomplishments is the building of an extraordinary team of people at Infogain. During the year we acquired the Global Tech team, made structural changes in the organization, and strengthened our leadership with several new appointments. First, with the retirement of Archie Thomas in our UK office, Robert Godlonton and Stuart Rogers have stepped up to the plate to jointly run the UK operations and return it to profitability. Gary Butler, our CTO, now reports into the U.S. organization. Rob Nunes was named vice president and GM of our Enterprise Consulting Team and Manish Gupta,

SALES HIGHLIGHTS (continued from page 3)

months had passed since they completed the pilot with PeopleSoft. We were selected for this project for our PeopleSoft experience, capabilities, and field service, as well as our financial viability, deep bench, and project methodology – winning the business over a company with whom Nikon was already working.

In the first phase of scoping validation we helped ensure that they have captured all requirements and that nothing had changed since the project kick-off. We're currently engaged in phase two, assisting Nikon with the development phase of the project. This phase is dual-shore and has a training and support component, with the goal of rolling out PeopleSoft Field Service. After this, there will be potential for work in interfaces to Oracle and overall enhancements.

This is a great win for the company given its potential for future phases and an eventual long-term contract for support. Congratulations to the team for such a solid win!

NEW WIN: Beckman Coulter
Infogain Team and Contributors: Chris Bunn, Tim King, Rob Nunes

Beckman Coulter is a $2 billion medical instruments company headquartered in Fullerton, Calif. We got involved with Beckman through the marketing department of their clinical diagnostics division, which represents 60% of the company's revenue. The marketing department is the largest business sponsor for Beckman's existing website and the effort to migrate it to a new platform based on BEA.

Chris Bunn

In the past, Beckman has met with challenges in technology projects due to insufficient alignment of their business needs with actual IT deliverables. Their current website is based on Microsoft ASP and has lots of static information used by internal employees as well as partners and customers. They selected BEA's enterprise platform (including Portal and Integration) and Interwolvine for content management. These technology decisions were made without fully understanding Beckman's complete business needs and how the project would be implemented.

The marketing group selected Infogain to assist with the development of an implementation plan that would ensure success for this cross-functional project. After several meetings with Tim King, Client Partner, and Rob Nunes, VP of Sales, Beckman understood how Infogain's business-driven methodology and implementation approach would benefit them.

The initial phase of the project will focus on assisting Beckman with their vision and CSFs for the new website. We'll help them gain consensus on the business functionality and content needed in the website and then prioritize it for them; this will lead into the overall implementation plan, to include a high-level architecture and a blueprint for design and development.

This project is unique for Infogain as we are involved with the business sponsor rather than the IT organization. Our strategy is to ensure Beckman's business objectives are successfully met and to get our sponsors to enthusiastically carve out a role for us during the implementation phase. Let's congratulate Chris and the team for securing this terrific win! ∎

ENCOMPASSING KNOWLEDGE

workspaces, discussion forums, and a workflow mechanism, all of which help Infogainers share tacit knowledge.

The IKC as a Web-based application promotes heightened synergy across Infogain's global presence. With the IDC implementing the Dual-Shore™ delivery model, IKC is instrumental in bridging possible communication gaps by providing a vast repository of relevant information that can be easily accessed by Infogain offices in the U.S., Europe, and India, including those employees stationed at client sites.

With configurable role-based access to the IKC repository, every user is provided with public/private areas. The private area is the user's own space to store, research, and analyze diversified information, to reflect on the islands of data and derive more comprehensive knowledge from it. Once individuals are able to produce more unified and significant data, their contributions can be transferred from the private location to the public one for the entire organization to view and use.

Document repositories accessible through portals contain value-added information and knowledge sources about products, services, and general activities. These documents might involve technical specifications of new products, presentation materials, best practices literature for specific initiatives, general announcements, or a catalogue of commonly visited sites and bulletin boards. A well-designed document repository with portal access helps spread captured knowledge and experience existing within the firm to those seeking such information.

At the project level, workspaces are made available for teams to pool and exchange relevant project-related data, rather than retaining this data at multiple locations with manifold versions of the same document. This area is restricted to team members by IKC's role-based access, with the project manager acting as the workspace administrator. The team can enrich their workspace with project-related documents, data from discussion forums, and task modules that allow the project manager to allocate tasks to members, monitor progress, and get tasks accomplished online and on time.

The workspace also provides calendars that can be used by team members to configure their daily schedules, meetings, and targets, while keeping tabs on project-related activities within an organized framework. When the project matures, the project details can be moved from the workspace to the public domain for general access. For every project, taxonomy is adopted for the arrangement of documents to be moved. From initiation to project delivery, various phases are identified and details for each phase are maintained in specific directories for future reference.

Workflow mechanism is a system that helps elicit expert opinion on write-ups and contributions before they go online on the IKC. Certain experts (or panels of experts) are identified in respective domains to mentor contributors in the composition and compilation of relevant knowledge items. An article is submitted to the expert panel by a project developer; the article may even be shared with a cross-domain expert. An article might reflect on the developer's experiences, solutions, or the ways and means she has achieved assigned targets. The experts then evaluate and comment on the paper, recommending changes as necessary. The article will likely undergo a series of alterations before it evolves into a mature and knowledgeable write-up. Eventually, it is made public in its refined state on the IKC.

Intranet-based knowledge maps or directories provide locations and contact information to expert employee resources throughout the organization. To increase the efficiency of a business process (e.g., provide clients with vital product or process information), employees often need timely insights from company experts. Knowledge maps enable employees to locate experts more quickly

and gain the best practices or other information they need.

Discussion forum is an interactive feature that allows posting of technical and work-related queries into the application, thus soliciting replies. Answers can be viewed in the forum, and the most plausible solution can be verified and utilized as per the requirements.

Other IT attributes, such as a search engine initiative, also augment the process of retrieving vital documentation or expert contacts. The search engine can be used to save results and queries in the IKC as "agents" for future use. These agents can be configured to display a new list of items that match the previous search key. This saves time when initiating a subsequent search by eliminating the need to filter previous search results. A noteworthy feature of the IKC search engine is that the results can be made to appear as an email in an individual or group mailbox. This avoids the hassle of having to log back on to the IKC application to retrieve the search engine results.

Moving Forward

The Infogain Knowledge Management team recognizes the countless benefits of the initiative yet to be drawn on, and we are taking a phased approach in developing a structured, secure, interactive information repository. So let us take advantage of the vast potential offered by the IKC by tapping, developing, and utilizing it to the best of its capabilities. As we venture deeper into the exciting possibilities of productivity enhancement by combining all available resources within our organization, we aim to reach a level of interactive efficiency in which a channel for information exchange can be opened with clients through the IKC. ∎

KAPIL NANDA

who joined us this year, has been named vice president and GM of our Transformation Outsourcing Services Group. We are very happy to report the re-establishment of the NW Territory, and the regained momentum in the Southwest Territory. These appointments, together with the addition of many experienced individuals, have greatly strengthened the total Infogain team and will help us meet the challenging growth opportunities before us.

We enter fiscal 2004 with optimism and determination that is stronger than ever before. The breadth and strength of our product lines, the renewed interest in PES and App Mgmt, the dedication of our employees, the strength of our customer base, and careful fiscal management will position us to broaden our leadership in the IT marketplace throughout the decade.

We are diligently approaching our entry in the hot BPO area and will keep you posted as we make progress. Our company was founded on and continues to depend on the enthusiasm and dedication of our people. We have all worked hard to get the company back on a growth path—after all it is growth that will help provide career opportunities and make Infogain an exciting place to work.

I want to personally express my appreciation to every employee for their contributions both individually and as part of the Infogain team. I also want to express my gratitude for the continued support given by our customers.

Sincerely,
Kapil

∎