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COMPARATIVE STUDY ON SUSTAINABILITY STRATEGIES OF SELECT INDIAN INFORMATION TECHNOLOGY COMPANIES

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Emerging economies are defined as low income, rapid-growth countries using economic liberalization as their primary engine for growth. These economies fall into two categories, developing and transition economies. India signifies itself as a special country which is in the cross roads of developing to transition economies. The main reason behind this is the Indian IT industry which has become a driving factor of Indian economy playing a major role in placing India on the globe. Over the last two decades, this industry is contributing substantially to increase the GDP via export consulting services, and urban employment. In the light of the above, the current paper focuses by providing the useful insights on the strategies adopted by select Indian IT companies for sustainability in the global market

Keywords: Corporate Sustainability, Corporate Social Responsibility, Green Innovations, Strategy and Goals, Employee Engagement, Efficient Operations

INTRODUCTION

India remains a preferred destination for Information Technology (IT) in the world. The Indian IT- business sector is expanding at a considerable compounded annual growth rate and is expected to reach US\$ 300 bn by 2020 as per certain estimation reports. Further, the country is providing procedural ease and single window clearance for setting up facilities. The country's cost competitiveness in providing IT services continues to be its USP in the global sourcing market. Currently, cloud computing, online retailing and e-commerce have become the major

driving forces contributing to the rapid increase in growth of the IT industry. FDI increasing up to 100% under the automatic route in: computer consultancy services, software development and data processing; business and management consultancy services, software supply and market research services; and technical testing and analysis services, etc.

The present research paper is focusing on Indian IT companies which are playing a crucial role on country's economy, and the strategies followed by them to sustain. Sustainability has been at the core of Indian business philosophy.

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Predictability, sustainability and profitability and de-risking these three factors have been the underlying and overarching aspect of every business decision. Thus the current study discusses IT companies' unique strategies to cope up with the broad scope and rapidity of technological changes in emerging economies.

NEED AND IMPORTANCE OF THE STUDY

The current paper attempts to study the contribution of Indian IT industry in significantly and rapidly changing business environment. Indian IT companies are considered as core competent companies which made India unique and helped it to gain competitive advantage over its counter parts through its large number of skilled and low cost labor force working specifically in the field of IT. This particular study attempts to identify the strategies/practices followed by Indian IT companies to sustain and gain competitive advantage.

OBJECTIVES OF THE STUDY

The prime and main objective of the paper is to know the new strategies followed by select Indian IT companies for their sustainability in this rapid changing technological environment.

- To study the strategies adopted by Tata Consultancy Services Limited (TCS).
- To study the strategies adopted by Infosys Ltd.
- To study the strategies adopted by Wipro Ltd.
- To compare and contrast the strategies adopted by these IT companies.

SCOPE OF THE STUDY

The scope of the study is limited to only three

Indian IT companies as mentioned above TCS, Infosys and Wipro which are the major IT players in India. The data used for study is solely from respective companies' annual reports of the past three years (2012-2014) published or made available on their respective Websites.

COMPARATIVE ANALYSIS

Strategies at Infosys Ltd.

Infosys says the strategy of sustainability forms the basis of running the business responsibly and successfully. They believe in C-LIFE-Client value, leadership by example, integrity and transparency, fairness, and excellence. They work with all internal and external stakeholders for defining the sustainability strategy and goals. The company's sustainability focuses on three main themes that are based on the foundation of their values.

Social Contract: The Company's extended set of stakeholders with a potential to influence the future of business focus on ethical, social and environmental expectations that are beyond the financial goals and legal requirements. Infosys believes that these expectations are basic to nurturing stakeholder trust and ensuring business continuity. One of the cornerstones of the Infosys social contract is to work towards the upliftment of society. The Infosys organisation with its large Corporate Social Responsibility initiatives in education, including Campus Connect, Project Genesis, and SPARK provides a volunteering platform for employees to engage with social and environmental initiatives locally. This incorporates and integrates sustainability into corporate culture inturn developing sustainable capabilities.

Resource Intensity: Resource intensity is about doing far more with far less. In the face of

accelerated depletion of natural resources, incremental increase in resource efficiencies is not sufficient. And beyond a point, optimization gets prohibitively expensive. Infosys constantly looks at transformational ways to de-intensify and achieve the same or better outcomes, using fewer resources. They aim to become carbon neutral and utilize their own renewable resources for electricity by the year 2017. To make the company reduce the consumption of fresh water for water sustainability, they consistently ensure the reuse, recycle and responsible waste disposal.

Green Innovation: Green innovation for Infosys is about addressing sustainability challenges through innovation, differentiation, driving efficiencies, and creating new avenues for a better and sustainable world around them. Business imperatives, such as environmental sustenance and resource conservation are providing new opportunities for enterprises to innovate and spur business growth.

Strategies at TCS Ltd.

As per TCS, senior management and employees are committed to measure, report and continually improve overall environmental performance by optimizing resource consumption, minimizing ecological impact and, working to reduce carbon footprint.

TCS Approach

Sustainable operations are initiated with the following:

Sustainable infrastructure: TCS views green infrastructure as a key tool in the drive to reduce its energy consumption, water consumption, material, waste management and carbon footprint. Some key features of the TCS green

buildings include the following:

- Higher energy efficiency through
- Energy efficient design and installation; Maximum use of day-light; and Integrated Building Management system
- Use of onsite renewable installations
- Onsite solar photovoltaic panels, on rooftops and in the periphery; and Solar-thermal installations
- Water efficiency, treatment and recycling of sewage, rainwater harvesting and zero water discharge
- On-site solid waste management installations for garden and food waste
- Use of local resources and material for construction
- Use of zero ODP refrigerant gases
- Use of recycled and low energy materials for construction
- Indoor air quality management through proper design, online monitoring, use of low/no VOC materials, thermal management, and illumination control

Efficient operations: Designing a sustainable office is the first step towards efficient operations. Planning and focus is critical to ensure the facility delivers the environmental performance it is designed for. At TCS, this is dynamically monitored and reviewed to help the company achieve its sustainability targets. For each material aspect, initiatives are taken to meet the targets set for resource efficiency and focus is on deployment across all locations.

- Energy management initiatives include maintaining operational efficiency through

dynamic control on operating parameters to ensure optimum performance, monitoring, measurement, analysis and taking timely corrective actions, distributed IT energy efficiency, procurement of renewable energy, etc.

- Water management focuses on water conservation through water efficient installations and awareness campaigns for associates, treatment and recycling of sewage water, rainwater harvesting towards zero water discharge.
- For solid waste management the hierarchy of reduce reuse and recycle is followed to reduce the waste going to landfill. Each category of waste is identified and proper management channels are formalized. Solid waste is typically managed onsite through composting or bio-digester installations. Regulated wastes are handled as per the regulatory requirements.

In all these, the associates have a key role to play. TCS engages with the associates to sensitize them on their role towards protecting the environment so that they can help TCS achieve its environmental targets and also be responsible consumers in their personal lives.

Human capital development and sustenance:

The largest factor that goes into TCS business is human capital and therefore sustainability of revenue growth in the IT services industry is directly dependent on the organization's ability to attract the right talent in the right quantity and thereafter, upskilling, motivating and retaining them in the organization.

Strategies at Wipro Ltd.

At Wipro, sustainability is all about good

Citizenship that stems from the belief that corporations are socioeconomic citizens and that their objectives have to be congruent with society's goals. Wipro believes in must try to, and can make (some) lasting impact, towards creating a just, equitable, humane and sustainable society.

Purpose

- To provide leadership in thought and accelerate action on key societal issues.
- To respond to the issues faced by current generation immediately.
- To strive for working towards building a good society for future generations.

Initiatives

Sustainability is considered as a cornerstone and a major driver of company's key programs. The program is based on five pillars:

1. Energy efficiency and GHG mitigation for reducing energy usage and carbon emissions;
2. Water usage efficiency and Responsible Water reducing fresh water usage;
3. Effective Waste management;
4. Biodiversity; and
5. Product Stewardship.

The increasing centrality of issues like climate change and water stress in the last few years has led organizations to look beyond the boundary. As per Wipro, the Company has started key initiatives around Responsible Water and Waste that try to measure Company's impacts beyond its organizational limits.

FINDINGS AND SUGGESTIONS

The process of embedding sustainability in an organisation needs the same severity of goal

setting, measurement and monitoring as is common in business operations. The distinctive characteristic of corporate sustainability is that it spans into both the worlds of business and the social arena outside. Hence, it is critical to set up an effective governance structure that addresses the twin drivers of strategy and execution equally. One can realize from the above study that internal business drivers, including but not limited to resource efficiency, green innovation, sustainable infrastructure, efficient operations, sustainable supply chain and procurement, employee engagement, human capital development and sustenance, energy, water usage efficiency, and

effective waste management have become the primary levers of any corporate environmental program. At the same time, organizations must realize that in order to make a real impact at a larger, systemic level, one can no longer ignore the externalizing the costs of ecological damage and that one has to look beyond the boundary.

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