At Wipro, we believe that success cannot be a matter of circumstance but the outcome of choice and execution.

For us challenges are opportunities for Applying Thought.

To leverage our key strengths - our people, practices and processes against all odds to secure a better and brighter future for the organization and its stakeholders.
Our Core Values

Human Values
We respect Customers as individuals, recognise that they have different needs and continually strive towards satisfying those needs to improve the quality of their lives.

Integrity
Our individual and business relationships are governed by the highest standards of Integrity.

Innovative Solutions
We constantly research and develop superior Products and Services that meet the ever changing needs of Customers.

Value for Money
We promise to serve Customers with continuous improvement in quality, cost and delivery of our Products and Services.

Our Promise
With utmost respect to Human Values, we promise to serve our Customer with Integrity, through a variety of Innovative, Value for Money Products and Services, by Applying Thought, day after day.
Consistent with our performance over the last few years, Wipro has grown by 35 percent in revenues and 122 percent in profits after tax. While this kind of growth is impressive, to us it’s the thinking behind the performance that is important. It’s what helps us protect the interest of our stakeholders notwithstanding slowdowns in the economy, frenetic competition or shrinking global demand.

Realising that global economic conditions are not always going to be conducive, we have spread our markets so that we are not excessively dependent on a single geography, diversified our revenue streams, increased business from existing customers and improved the quality of our client profile.

We continue to invest in building the global talent pool to ensure that we are best equipped to meet our customers’ requirements.

### MINDING THE NUMBERS

#### Notes to Segment-wise business performance:

1. In conformance with Accounting Standard 17 on Segment reporting issued by the Institute of Chartered Accountants of India, corresponding figures of Revenues, Profit before Depreciation, Interest and taxes and Profit before Interest and Taxes, for the year ended March 31, 2000, have been restated to exclude interest income earned on inter segment lending and other investments.

2. Effective September 1, 2000 Peripherals Services division (PSD), engaged in the business of manufacture, sales and trading in Computer Peripherals, was spun off into a new legal entity Wipro e-Peripherals. Indian IT services and products includes financials of PSD for the five month period in the current year and for the entire period in the previous year.

3. Others represents Wipro Fluid Power, Wipro Biomed, and Corporate Services including spends on Wipro Brand identity and Six Sigma initiative.

4. For the year 2000-01, Rs. 16 million gain on transfer of business is recognized as extraordinary gain.

#### Segment-wise business performance for the year ended March 31, 2001 (In Rs. Million)

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Global IT Services</th>
<th>Indian IT Services &amp; Products</th>
<th>Consumer Care &amp; Lighting</th>
<th>Others</th>
<th>Wipro Limited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>17,690</td>
<td>8,481</td>
<td>3,305</td>
<td>1,446</td>
<td>30,922</td>
</tr>
<tr>
<td>% of Total Revenue</td>
<td>57</td>
<td>3%</td>
<td>2%</td>
<td>27%</td>
<td>35%</td>
</tr>
<tr>
<td>Growth</td>
<td>70%</td>
<td>100%</td>
<td>78%</td>
<td>10%</td>
<td>90%</td>
</tr>
<tr>
<td>Profit before Depreciation, Interest and Tax</td>
<td>6,753</td>
<td>897</td>
<td>541</td>
<td>202</td>
<td>8,393</td>
</tr>
<tr>
<td>% of Total PBIT</td>
<td>82</td>
<td>11</td>
<td>6</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>Growth</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>34%</td>
<td>9.5%</td>
<td>14%</td>
<td>-</td>
<td>24%</td>
</tr>
<tr>
<td>Net Fixed Assets (at cost)</td>
<td>1,533</td>
<td>239</td>
<td>390</td>
<td>800</td>
<td>3,093</td>
</tr>
<tr>
<td>Cash Balances/Investments</td>
<td>636</td>
<td>83</td>
<td>890</td>
<td>10,598</td>
<td>12,108</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>110%</td>
<td>110%</td>
<td>110%</td>
<td>110%</td>
<td>110%</td>
</tr>
<tr>
<td>% of Total Capital Employed</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
</tr>
<tr>
<td>Return on Average Capital Employed</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
<td>122%</td>
</tr>
</tbody>
</table>

#### Notes to Segment-wise business performance:

1. In conformance with Accounting Standard 17 on Segment reporting issued by the Institute of Chartered Accountants of India, corresponding figures of Revenues, Profit before Depreciation, Interest and taxes and Profit before Interest and Taxes, for the year ended March 31, 2000, have been restated to exclude interest income earned on inter segment lending and other investments.

2. Effective September 1, 2000 Peripherals Services division (PSD), engaged in the business of manufacture, sales and trading in Computer Peripherals, was spun off into a new legal entity Wipro e-Peripherals. Indian IT services and products includes financials of PSD for the five month period in the current year and for the entire period in the previous year.

3. Others represents Wipro Fluid Power, Wipro Biomed, and Corporate Services including spends on Wipro Brand identity and Six Sigma initiative.

4. For the year 2000-01, Rs. 16 million gain on transfer of business is recognized as extraordinary gain.

### Market Capitalization

- **CAGR 69%**
- Rs. Bn

### Customer Relationship - Global IT Services

- **$5 Mn and above**
- **$3 Mn and above**
- **$1 Mn and above**

### Notes to Segment-wise business performance:

1. In conformance with Accounting Standard 17 on Segment reporting issued by the Institute of Chartered Accountants of India, corresponding figures of Revenues, Profit before Depreciation, Interest and taxes and Profit before Interest and Taxes, for the year ended March 31, 2000, have been restated to exclude interest income earned on inter segment lending and other investments.

2. Effective September 1, 2000 Peripherals Services division (PSD), engaged in the business of manufacture, sales and trading in Computer Peripherals, was spun off into a new legal entity Wipro e-Peripherals. Indian IT services and products includes financials of PSD for the five month period in the current year and for the entire period in the previous year.

3. Others represents Wipro Fluid Power, Wipro Biomed, and Corporate Services including spends on Wipro Brand identity and Six Sigma initiative.

4. For the year 2000-01, Rs. 16 million gain on transfer of business is recognized as extraordinary gain.
Dr. Ashok Ganguly
Chairman of ICI India Ltd.,
Former Director of Unilever Plc.

Azim H Premji
Chairman
and Managing Director

The Board of Directors of Wipro comprise gentlemen of enormous experience from diverse industries. They come together with a determination to nurture the interests of our Stakeholders.

Committees of the Board

Audit Committee
Hamir K Vissanji (Chairman)
Narayan Vaghul
Dr. Nachiket Mor

Compensation and Benefits Committee
Narayan Vaghul (Chairman)
Hamir K Vissanji
B C Prabhakar

Administrative and Shareholders / Investors Grievance Committee
B C Prabhakar (Chairman)
A J H Premji
Hamir K Vissanji

Vivek Paul
Vice Chairman
and Executive Officer

B C Prabhakar
A Practitioner of Law since 1970

Dr. Jagdish N Sheth
Professor of Marketing at Emory University, USA

Hamir K Vissanji
Former CEO, BMD Chemicals and Industrialists

P S Pai
Vice Chairman
and Executive Officer

Dr. Nachiket Mor
Senior General Manager, ICICI Ltd.

Dr. Athok Ganguly
Chairman of ICICI Ltd., Former Director of Unilever Plc.
Wipro Infotech
Wipro Technologies
Innovative Solutions. Quality Leadership.

Lettet to the Stakeholders

Dear Stakeholder,

The year 2000-01 was very exciting for us in Wipro. The popular perception that growth rates come down with a higher base did not hold true in our case. In fact, our year on year growth in profit after tax was the highest ever on year growth that we have achieved over the last ten years. While this is satisfying, it does raise the bar for future to a much more challenging level. The current concerns about the global macro economic conditions only add to the challenge.

Challenge is inspiring because it taps all the inner strengths, abilities and energies that bring out the best in a person or a team. Nothing excites a team or pushes it to greater heights as common challenge with which the team identifies itself. In fiscal year 2000, we achieved the most critical of our goals set five years ago, a goal to increase profits by 10 x in five years. This has made us realize that it is not so much the environment as our own mind that determines what we can do. What the mind can conceive, it can achieve, provided it is backed by unstinting hard work.

The vision formulation process involved over 250 team members. The vision was communicated to every team member in our organization. Over the last six months, more than 25 teams are working on various aspects of realizing this vision. The vision we have set for ourselves for 2004 is:

- The vision must be ambitious and set a stretch for the team
- The vision must be beyond reach but not an impossible dream either. It must be an executable dream

At the same time, a vision cannot be completely safe. Strategy must de-risk it. The vision formulation process involved over 250 team members. The vision was communicated to every team member in our organization. Over the last six months, more than 25 teams are working on various aspects of realizing this vision. The vision we have set for ourselves for 2004 is:

Business Leadership
- A mong the top 10 Information Technology services companies globally and #1 Information Technology company in India

Customer Leadership
- The #1 choice of customers through innovative solutions and Six Sigma processes

People Leadership
- Among the top 10 most preferred employers globally by creating an environment of empowerment, intellectual challenge and wealth sharing

Brand Leadership
- Wipro brand to be among the 5 most admired brands in India

What does this vision mean to us?

We use the visioning exercise in Wipro to change our mindset, from what is probable to what is potentially possible. We clearly seek audacious stretch performance beyond the culture of targeted over-achievement. This means moving away from the confines of our own comfort zones and entering uncharted areas, fueled by a spirit of adventure and constant innovation.

How will we achieve this vision?

We have created a strong value proposition for our customers in each of our business segments:
- In the global IT services business, our strong base in quality, our breadth and depth in technological skill sets and the strong value proposition of off-shore development centers in India
- In our IT services and products business, our two decades of leadership resulting in brand leadership, strong quality process for our service business and the product offerings for system integration and networking services
- In our value brand business, our proven expertise in creating niche offerings for geographic specific retail markets, vertical specific industrial markets leveraging our distribution network and our quality processes

The focus on value proposition for our customers has been instrumental in our business segments having the highest operating margin (profit before interest and tax to revenue) in the business segments we operate in.

Quality - our key differentiator

In my letter to you last year, we highlighted that while quality is a moving target, our attitude to quality can provide a sustainable competitive edge for our customers. Quality to us should translate to higher customer satisfaction and higher operating margin. Recognizing this, our learning over the last four years with SEI-CMM and Six Sigma has resulted in an integrated approach to quality systems in software development. Today we have over 3500 members working in team sizes of 5 and 6 on 329 Six Sigma projects and 344 turbo projects facilitated by 74 black belts. We have realized Rs.315 million in savings using the Six Sigma projects. The additional benefit of teaming we have witnessed in the cross functional quality teams, has had tremendous effect on the teamwork across the organization. Our progress in our quality journey has milestones planned in the next year centered on the three initiatives:
- Working with the customers on Six Sigma quality projects. Our progress in the integrated Six Sigma quality systems are robust now to be transferred to customer locations and can straddle multiple organizations
- SEI-CMM (Capability Maturity Model Integration) that focuses on application
integration, an enhancement to focusing on application development (SEI-Level 5) for our software services business

- People Capability Maturity Model (PCMM) for creating a world-class people process quality for developing individual and organizational competencies.

Team - the cutting edge

The quality we cherish the most in our team members is a passion for customer satisfaction. Everyone at Wipro carries a deep consciousness that what we do every day can and will make a difference to the customer. The more satisfied the customer, the more demanding they will be. This is the continuing challenge that we must relish.

The other important quality is learning. Learning needs an environment of attention to details, genuine care and above all freedom. Paying attention to those minor details that convert customer satisfaction to customer delight. Genuine care and freedom go hand in hand. Freedom is the power to decide and power to express. Freedom is permitting people to decide, realizing that all decisions may not be correct. Tolerance to genuine mistakes and ensuring that you have systems to convert these mistakes into valuable lessons are the key requirement for an empowered organization.

A winning team must have winning team members. We pioneered the concept of sharing wealth in India through our Wipro Stock Award Program in 1984. Today, over 6000 Wiproites participate in the shareholder value we create. A key ingredient of our vision is in sharing the wealth we create for our shareholders with our team.

E-culture - for response

The ultimate payoff is in transforming the entire organization to be customer sensitive. As we increase our size, success is in being faster, leaner and quicker. E-culture helps us continually enhancing our speed of response. Our focus on knowledge management, people management and building exciting client relationships using the web is and will be the differentiator in creating value as we grow in size.

Innovation - for customer delight

We have launched a new initiative on innovation in our IT businesses. Our first focus in this initiative is on customer satisfaction and intellectual properties based products and services. Our endeavor is to harness our technical and domain skills to provide customers with solution that address their latent needs and help them serve their customers. In our global IT services business, we will create intellectual properties in the technology area. We will invest 5% of our profit after tax in the initiative. In our Indian IT business we will innovate our service offerings to enhance customer satisfaction. Our goal is customer leadership: The #1 choice of customer by offering innovative solutions and Six Sigma processes.

As we look ahead

2001-02 will be a year of change. It is in the year of change that we need to look at our fundamentals more closely. Success will belong to companies who can align themselves to their customers and shareholders. We will use innovation and quality to align our team to our customers and use stock options to align our team to our shareholders. It is the speed with which we move that will separate the winners of the day. During these periods of change, we can count on our long experience in domestic market and our value system, encapsulated in our promise to our customer, to be our anchor.

I thank you all for your continuing support and the confidence you have placed in Wipro. We have a clear vision in front of us to realize and we will work towards it with passion and pride.

Yours sincerely,

Azim H Premji
Chairman and Managing Director
Wipro has always been India’s premier IT company and today is a significant global player in the IT services, solutions and technology services space. With revenues of Rs.30,922 million, core areas of business include Global IT Services, Infrastructure Solutions, Professional Services and Business Solutions in India and APAC, and Consumer Care and Lighting.

**Clients/Brands**

Wipro’s client base includes over 50 Fortune 500 companies, over 100 leading Indian corporates and two retail brands with revenue in excess of Rs.1 billion.

**People**

As of today Wipro employs over 14,000 people of whom 11,500 are in the IT businesses.

**Location**

Wipro is headquartered in Bangalore, India, in a campus spread across 4.64,000 square feet. Wipro has 28 customer dedicated development centers across India, Europe and United States, and also has 21 offices in United States, Canada, Finland, Taiwan, France and United Kingdom.

This depth and diversity is bound by one philosophy - Applying Thought.
Wipro Technologies is the Global IT Services business of Wipro. Its service offerings address the requirements of the technology, enterprise and service provider markets. Over the years the business has strengthened its position across the world with well established client bases in Europe, Japan and the US. Globally it is recognized as a technology partner with a blend of industry experience, proven technology expertise and high-quality services.

**THE WIPRO TECHNOLOGIES EDGE**

- **Comprehensive range of IT services**
  - Provide hardware and software design and consultancy services to leading technology companies addressing opportunities in Telecom, Data Communication, Embedded Systems, Computing Platforms and Internet access devices. Expertise in the enterprise market includes electronic commerce, business intelligence, CRM, SCM, EAI and infrastructure management. These solutions are offered across specific industry segments.

- **Quality**
  - The first IT Services provider in the world to achieve the SEI-CMM Level 5, the highest level of quality certification, this certification is further integrated with the Six Sigma quality initiative.

- **Established track record with a global customer base**
  - Clients include Nortel, Compaq, Farmers Insurance, BG Transco amongst others.

- **People**
  - A leadership position, the opportunity to work with cutting edge technologies and focus on training and compensation, help attract and retain the best IT talent.

**PROJECTS EXECUTED**

**R&D SERVICES**

- Development of embedded Internet browser in mobile phones
- Design and development of IP terabit router from scratch, adding voice capability to ATM (Voice over ATM)
- Bluetooth communication between core stack and a Bluetooth enabled third party device
- Design and development of Audio Codec on fixed point DSP for VoIP applications
- Operation support systems solutions for effective operations management in an Internet data center

**ENTERPRISE SOLUTIONS**

- **FINANCIAL**
  - Investment management
  - Consumer and wholesale banking
  - Securities and capital market
  - Insurance services

- **MANUFACTURING**
  - Discrete manufacture and high tech clients

- **UTILITIES**
  - Distribution and transmission areas for energy and utility companies

- **RETAIL**
  - Distribution logistics and warehouse management

**CUSTOMERS SPEAK THEIR MINDS**

“...the one thing that impresses about Wipro the most is the sense of determination that they have. When I ask them to do a difficult task and they stand up and say they will move heaven and earth to make sure the job’s done, that integrity and personal commitment that’s been proved to me is extremely gratifying.”

Jim Shields, Director International Carriers Division, Nortel Networks

“...our vision for the future is everything for the Internet...by providing all of the communication processes for that technology, Wipro is right there in center of that vision.”

Patrick Burke, Director Global Development, Compaq

“We can be a discerning buyer, we can differentiate and Wipro would be our recommendation.”

Les Dawson, Head of Operations, Transco

“...in the field of enterprise application implementation and more recently, Internet implementation, Wipro is one of the clear leaders.”

Andrew Elfhathiou, Program Manager, The Yankee Group

**OUR OFFERING**

**R & D SERVICES**

- **EMBEDDED AND INTERNET ACCESS**
  - Internet infrastructure
  - Home networking
  - Consumer electronics
  - Automotive electronics

- **TELECOM AND INTER-NETWORKING**
  - Wireless networks
  - Data networks
  - Optical networks
  - Voice systems
  - Network management

- **TELECOM AND INTERNET SERVICE PROVIDERS**
  - Application integration, network integration and custom development and maintenance

**TECHNOLOGY INFRASTRUCTURE SERVICES**

- **CONSULTING MANAGED SERVICES**
  - Monitoring
  - ADMI
  - Diagnostics
  - Consulting

- **REMOTE MANAGEMENT**

**ENTERPRISE SOLUTIONS**

- **FINANCIAL**
  - Investment management
  - Consumer and wholesale banking
  - Securities and capital market
  - Insurance services

- **MANUFACTURING**
  - Discrete manufacture and high tech clients

- **UTILITIES**
  - Distribution and transmission areas for energy and utility companies

- **RETAIL**
  - Distribution logistics and warehouse management

**PROJECTS EXECUTED**

**R&D SERVICES**

- Development of embedded Internet browser in mobile phones
- Design and development of IP terabit router from scratch, adding voice capability to ATM (Voice over ATM)
- Bluetooth communication between core stack and a Bluetooth enabled third party device
- Design and development of Audio Codec on fixed point DSP for VoIP applications
- Operation support systems solutions for effective operations management in an Internet data center

**ENTERPRISE SOLUTIONS**

- Design, development and integration of strategic sourcing data warehouse for a utilities company
- Web application development, legacy to web re-engineering, web application security consulting and implementation for a retail company
- E-business integration involving 40 different technologies, CRM and BI application for claims processing and call center for an insurance company
- Digital rights management, device drivers for high speed printers for a document management company
Wipro Technologies
- Global IT Services

The breadth and depth

Wipro Technologies is a union of diverse horizontal skills. The centralized customer acquisition and support functions provide leadership and a shared vision. The value provided to customers is from three distinct activities - Research and Development Services, enterprise solutions and technology infrastructure services.

Research and Development Services - creation and enhancement of our customers revenue streams

Research and Development Services include hardware and software engineering services to leading technology equipment companies across the globe. Our R & D service suite comprises solutions for embedded and Internet access devices, telecom and inter-networking and telecom and Internet service providers.

Embedded and Internet access solutions devices

Wipro Technologies' Embedded and Internet Access (E&IA) practice offers software design and development services in embedded systems, computing platforms and Internet access markets. It provides solutions to wide range of segments such as consumer electronics, automotive electronics, storage technologies, home networking, semiconductor, DSP/multimedia, mobile computing, process control systems and VLSI/system design.

Wipro's expertise in these technology domains has led to execution of projects like: Development of audio/video/speech codecs, Telematics application, Device drivers, Protocol stacks, System-on-a-Chip Solutions, FPGA/ASIC design, Design of Link A aggregation system, A applications design for set Top Box solution on Embedded Linux.

Wipro has partnership with ARM for providing design services around the ARM core. Wipro has set up a Symbian Competency center to offer services, embracing EPoC Operating System for smart phones. Wipro is a corporate member of the Embedded Linux Consortium. Wipro has strengthened its design services value chain by partnering with physical library vendors like Artisan and partner foundries like Hynics.

Telecom and Inter-networking services

The Telecom and Inter-networking practice offers end-to-end product realization services for broadband infrastructure, enterprise networks and carrier networks. It has established expertise in the areas of transportation and switching of both voice and data, and Internet access. Wipro has provided solutions for leading service providers - both wireline as well as wireless such as Internet Service Providers, Application Service Providers and Internet Data Centers in areas such as system integration, billing, next generation applications, etc.

Telecom and Internet Service Providers

This practice was started in October 2000, addressing the end customer of the infrastructure chain. The practice offers complete basket of solutions required by service providers - both wireline as well as wireless such as Internet Service Providers, Application Service Providers and Internet Data Centers in areas such as system integration, billing, next generation applications, etc.

The practice has intellectual property rights for products like Teleprodigy - a convergence billing package, OSS Smart, a commissioning, mediation, customer care and fraud management software and WAP Smart a framework for WAP enabling application.

Enterprise Solutions - building and enhancing our customers' IT infrastructure application and product implementation services

In Enterprise Solutions, Wipro offers services for new application development both on legacy and web platforms, application re-engineering and application integration from legacy to web, application maintenance and enhancement and production support and package implementation in ERP/CRM and deployment of data warehousing solutions across vertical segments such as retail, utilities, finance, manufacturing and corporate.

In the e-commerce arena, Wipro's netprofit is the e-business engine for some of the world's successful corporations with its versatile web infrastructure, security, hosting and network integration solutions. Wipro's custom designed e-commerce solutions extend the customers' business capabilities and enhance bottom-line value. The rapidly deployable solutions include portal solutions, mobile and wireless solutions and web application security.
In Business Intelligence/Data Warehousing, Wipro has expertise in areas such as hardware selection, setting up the physical infrastructure, data modeling, large database management, source system analysis, setting up a metadata repository, and data mining. Wipro has entered into technology alliances with some of the leading vendors in the industry to offer customized solutions to its customers. It also owns two intellectual properties in this area: Cybermine and Docsmart. Cybermine is a comprehensive framework that enables e-business intelligence for organizations including data cleaning and data access, analysis and reporting and integration with external data and business databases. Docsmart is an information management solution which can store, organize, access, share, search, control, and manage all enterprise documents including text, graphics, photographs, CAD drawings and HTML pages - quickly and securely.

Wipro also provides a range of Enterprise Applications Integration solutions for global corporates. Its solutions in this area include implementation of Enterprise Resources Planning, Customer Relationship Management, Supply Chain Management and e-procurement. Wipro also designs and develops solutions enabling automated front to back office integration, e-business to legacy systems integration and business to business integration.

**Technology Infrastructure Services - assisting our customers in utilizing their existing IT infrastructure**

Leveraging our experience in the Indian IT business, we provide services to global clients in the areas of IT infrastructure management, helping them plan, deploy, manage and review on a continuous basis.

A variety of activities include systems management, network management, IT infrastructure security, building and managing help desks and data centers. Clients include Transco, Thomas Cook, Seagate, Nixie and Sun Microsystems.

**Technology Infrastructure Services: Projects**

**Scottish Parliament:**

Five year contract for end-to-end IT infrastructure maintenance covering:

- Internal and external network management
- Systems administration
- Messaging and end user support
- Enterprise systems security
- Providing consultancy on technology shifts
- Transitioning the IT infrastructure to the new custom built premises at Holyrood

**Enterprise Solutions - ERP implementation for a utility company:**

**The Challenge**

A leading gas transporter in the UK, has more than 65 shippers (gas suppliers) supplying gas to nearly 20 million end consumers using its network. With deregulation in the utilities industry, this field was thrown open to competition. The company needed to be portable enough to integrate the entire process of selection, payment and downloading even as it provided the users with an easy-to-use, intuitive interface to accomplish their tasks quickly. Once the solution was implemented, handling costs were reduced substantially and subscribers had access to their video downloading services 24 hours a day, 365 days a year - a fact that was critical for the success of the venture.

**The Solution**

Wipro's project team worked in the Team SAP mode to implement the project end-to-end. Practically all the client's business processes were reengineered to suit the SAP P system. It carried out a business process study for finance, sales, materials management and human resource management, and mapped these processes to SAP. This process helped the client identify and address problems with their current business systems. The team created the conceptual design for the entire system and carried out the complete spectrum of technical services including configuration, ABAP development and BA/SIS administration. Wipro's combination of functional and technical skills and intensive project management expertise ensured that the ERP solution was implemented smoothly on schedule.

**E-com case study**

**The Challenge**

An online, web-based video rental service organization needed an end-to-end solution that would allow subscribers to select a video from a catalog, download it into a set-top box and then view it directly on their television with payments being made through accounts with Cybercash. Further, the application needed to be portable enough to fit into the existing infrastructure.

**The Solution**

Wipro's team designed, developed and implemented a comprehensive solution that integrated the entire process of selection, payment and downloading even as it provided the users with an easy-to-use, intuitive interface to accomplish their tasks quickly. Once the solution was implemented, handling costs were reduced substantially and subscribers had access to their video downloading services 24 hours a day, 365 days a year - a fact that was critical for the success of the venture.

**Wipro WebSecure Framework**

- **Wipro WebSecure**
- **Customers & Partners**
- **Suppliers**
- **FrontEnd 1**
- **FrontEnd 2**
- **Wipro Websecure**
- **LDAP DB**
- **OCX DB**
- **AOC DB**
- **CAC** - Client Authorisation Component
- **AUC** - Authentication Component
- **DDAC** - Distributed Digital Authentication Component
- **DCAC** - Data Confidentiality Component
- **ASG** - Application Server Component
- **Security Components**
- **Intrusion Detector**
- **Security Components**
- **Applications**
- **Applications**
- **Intrusion Detector**
- **Wipro WebSecure Framework**

**People**

Wipro is committed to empowering people, sharing wealth, providing them with intellectually stimulating work content and a host of avenues for self-development. Having pioneered the concept of sharing wealth with employees through stock options, today nearly 75% of the eligible employees in Global IT Services are covered by the employee stock option plan. To enable employees to stay ahead of the technology curve, regular training programs are conducted at the state of the art training facility by a 20 member faculty. These training programs facilitate developing new skill sets and sharpen existing ones. Tech Forum 2001 - a technology showcase and awareness building event attracted over 175 technical papers on cutting edge technologies. During this event over 1500 people were trained for 2 days in select technology areas.

**The Q Factor**

A rigorous quality focus helps to continuously improve processes, eliminate defects and increase predictability, thus providing the customer with reliable and timely solutions.

**The focal point for achieving process excellence is a well-defined Software Engineering Process Group (SEPG) with the mandate to initiate and establish standards, define process and sustain process change by periodic assessments.**

- **Extensive use of web**
- **Online system for quality and project management that track efforts, metrics, etc.**
- **Repository for project postmortem data and best practices**
- **Dedicated tools group for process automation, software engineering and productivity enhancement.**
- **Creation of Centres of Excellence in areas such as mobile commerce, business intelligence, system-on-chip and e-infrastructure.**

Wipro Technologies will continue to scale up the value chain and maintain quality leadership by expanding and blending world class talent base with processes and technology.

**Looking ahead**

A combination of breadth of service, quality processes and skilled talent provide increased opportunities for meeting customer requirements. Technology infrastructure services provide an unique opportunity to enhance value to customers.
The cornerstone of Wipro Infotech’s success has always been customer satisfaction. Armed with its comprehensive suite of Infrastructure Solutions, Professional Services, Communication Services and Business Solutions, Wipro Infotech is best positioned to offer total value to customers across the country.

**The Wipro Infotech Edge**

At Wipro Infotech, the customer comes first. In this direction, it has taken up several initiatives, all aimed at delivering the highest levels of customer satisfaction.

**The Q Factor**

Mission: Quality is a sustained initiative at Wipro Infotech, for continuous improvement in critical business processes. 156 Six-Sigma projects and 191 turbo projects focused on critical business processes have been implemented to date. New processes defined by these projects were implemented through the efforts of 8 black belts, over 50 green belts and over 1100 employees trained in Six Sigma methodology. A yet another testimony to our robust processes, Wipro Infotech was awarded the Golden Peacock award for Innovative Service Quality.

**The Internet Edge**

Efficiencies in organizational processes impact customers, business partners, employees and suppliers. At Wipro Infotech, we have a team of specialists who focus on leveraging the Internet to drive efficiencies.

In addition to easy access to information, we have begun enabling customers to transact commerce on the web. Business partners and suppliers have benefited from our information and transaction engines. Employee self-service applications in the areas of administration, human resources and finance are now web enabled, thereby increasing employee productivity.

**Knowledge Management**

Realizing that knowledge empowerment across the organization leads to greater customer satisfaction, the company has invested in creating Knowledge Management infrastructure. Efficient knowledge exploitation leads to faster response times, builds a competent organization and identifies areas for expansion and diversification.

Through a framework of knowledge acquisition, retention and augmentation, we have ensured best practices are institutionalized and leveraged to deliver customer value.

People Capability Maturity Model (PCMM)

Wipro Infotech has adopted PCMM, a conceptual model based on state-of-the-art people practices. This is aimed at developing and improving people capability, integrating improvements in processes and people, and thereby making Wipro Infotech the employer of choice.
Wipro Infotech delivers comprehensive IT solutions to customers across the country. Our breadth of offerings range from architecting and implementing these solutions to managing the customer's IT infrastructure.

**Infrastructure Solutions**

The Infrastructure Solutions division provides IT building blocks including enterprise computing platforms, network platforms, software platforms and desktop platforms. Wipro Infotech partners with technology leaders which include Sun Microsystems, Cisco, Intel, Microsoft, EMC, Netapp's, Veritas, and Citrix to provide infrastructure solutions around world class platforms.

**Professional Services**

This business group offers a host of integration, management and availability services for large corporates and service providers. These include Call Center and Data Center integration, Application and Platform integration, Network integration and A udt, and Enterprise and Facilities Management.

**Communication Services**

This group provides a wide range of communication services to our corporate customers. These services include Data Centers and Call Center Services, Access services, and Managed Network and Security services. The Communication Services group pioneered IP multicasting services, Virtual ISP services, Streaming services and ASP services in the country.

**Business Solutions**

The Business Solutions group offers solutions in e-commerce, security, business applications and focused industry applications. Wipro Infotech has specialized domain skills in B2B secure e-commerce and productivity enhancement Internet applications. Similar domain skills exist in the areas of Supply Chain Management (SCM), Enterprise Resource Planning (ERP), and Customer Relationship Management (CRM).

**01markets.com**

A significant initiative by Wipro Infotech to leverage the Internet for business, 01markets.com has emerged as one of the premier B2B marketplaces in the country.

**Government of an Indian State - A case study**

The Government of a state in southern India was looking for an IT partner to computerize schools across the state. When the project was awarded to a leading IT education provider in collaboration with Wipro Infotech, the challenge was to complete the project within aggressive time frames.

371 schools across 20 districts have been computerized under this program, well within project schedules. Building on this success, a similar project was successfully implemented across the length and breadth of another state in southern India. Over 3000 Wipro SuperGenius Desktops and more than 300 Wipro NetPower Servers were installed across 351 schools in 9 districts in just 2 weeks.

**A large Indian Private Bank - A case study**

In October 2000, the main branch of one of India's premier private banks at Ahmedabad, which provided connectivity to 6 other branches in Ahmedabad, apart from being connected to the Mumbai branch, was completely devastated by fire. On receipt of this information, the Wipro Infotech Availability Services team ensured that the 6 branches in Ahmedabad and Mumbai were up and running, within the span of a mere 2 hours. The main branch too was made operational within the next 48 hours.

**A diversified FMCG conglomerate - A case study**

Wipro Infotech was given the task of architecting and implementing the IT infrastructure for a complex ERP environment. This was a mission critical application connecting a large number of users. Moreover, the challenge was to complete the project in very tight timelines as the customer had planned a changeover to the new ERP system to coincide with the commencement of their new financial year.

Wipro Infotech's Availability Services successfully installed and integrated 2 E-10000 servers, 2 E-4500 servers with over 6 terabytes of storage, in just 10 days to successfully meet the required deadlines.

A **Global ISP - A case study**

A Subsidiary of a Global ISP required secure reliable and scalable ISP infrastructure with 24x7 uptime, and world class levels of customer service. As the principal partner, we integrated leading technology in the areas of LAN, WAN, enterprise management and enterprise servers along with customizing the billing application.

Wipro Infotech stood up to the challenge of co-ordinating with multiple partners to deliver the solution across 3 metros in just 4 months.

**Looking Ahead**

In the coming year we see ourselves leveraging our customer capital and moving up the value chain in the domestic markets, through enhanced solutions and services. We further see ourselves as an established IT solutions and services provider in other Asia Pacific and Middle East markets.

**People**

Wipro Infotech has a talent pool of over 1500 best of breed minds with a variety of skills in the areas of Networking, High-End Platforms, Software Platforms, and Systems and Solutions Integration. We also leverage the skill sets of Wipro Technologies' IT specialists working in projects across the world.

**Business Partners**

Wipro Infotech has a talent pool of over 1500 best of breed minds with a variety of skills in the areas of Networking, High-End Platforms, Software Platforms, and Systems and Solutions Integration.

We believe that our people, alliances, processes and business portfolio would position us as the IT partner of choice for our customers.
Wipro Consumer Care and Lighting continuously introduces innovative products and adds value to existing brands, each of which is the promise of good health and value for money.

Reaching out to millions

With one of the strongest distribution networks in the country, the division’s consumer products are available at over one million retail outlets and its lighting products at over 300,000 outlets, apart from reaching the customer through a direct sales force.

Wipro Consumer Care Brands

- Santoor Soap
- Santoor Talc
- Santoor Fairness Cream
- Wipro Shikakai Soap
- Milk and Roses Soap
- Wipro Active Soap
- Wipro Active Talc
- Wipro Baby Soft (Baby care products) Soaps, Talc and Baby oil

Wipro Lighting Products

- Domestic lighting
- Commercial and Institutional
  - Pharma industry
  - Software industry
Wipro Consumer Care and Lighting

Innovations in the Lighting Industry: some cases

• Introduced lighting free of glare, electromagnetic interference or humming specifically for the software industry. This special lighting helps concentration for long hours in front of a computer screen without general fatigue.

• Created special lighting for operation theatres in hospitals, fitted with high quality filaments and double coils, which ensures longer life and virtually eliminates failure.

• For the textile industry introduced the ‘no shadow corner’ lighting solution. For example, created a near day light environment at Shopper’s Stop, a leading fashion mall in India, to enable customers to judge the real colour of fabrics indoor.

Range of products

The division manufactures and markets a range of toilet soaps, hair care, toiletries and lighting products, some of which are leading brands in their categories. To cater to the diverse needs of customers, it has launched new brands in each category or extended existing ones.

The toilet soap category has the following brands:
• Santoor with natural ingredients such as sandal and turmeric is one of the leading brands in South and West India.
• Wipro Active is the family brand with advanced skin care ingredients and TCC.
• Milk and Roses, a brand that used to sell mainly in the Punjab, has been extended to other states.
• Wipro Shikakai, a hair care soap, is a leader in its category.

The talc category now has two brands:
• Santoor Talc offers the fragrance of pure sandal and is already a leading brand in South India.
• Wipro Active launched last year in select states with two variants, has been extended nationally this year. Wipro Active Talc is offered at a new value for money price point that is unprecedented in the category.

Wipro is the second largest player in the talc category.

Wipro Baby Soft is among the top two brands in the baby care segment with a range products - baby soap, talc and baby oil, feeding bottles and sippers. We are launching diapers and accessories like feeding cups, tablet cutters, etc.

Wipro incandescent lamps have extended their presence to energy efficient lighting that helps consumers reduce their power bills. Commercial & Institutional segment developed customised solutions for various industries like the software, petroleum and pharmaceutical industries. These initiatives have contributed to revenue growth.

Focus on significant markets

Key to business success has been the emphasis on geographical dominance. Santoor is a leading brand in Andhra Pradesh, Kerala, Maharashtra and Karnataka. Growth has been faster than the category through innovative use of media and research. Extensive usage of research has built consumers insights and is being translated into value additions through all brands. Using media as a strategic tool has helped in building salience in a highly cluttered category.

The Q factor

By adopting Six Sigma methodology, significant improvements were achieved in manufacturing efficiencies. These initiatives have impacted the bottom-line and have reduced defects in critical processes. For example, a 32% increase in utilization has been achieved over the rated capacity of the soap plant by reducing rejections and decreasing downtime. In the lamp manufacturing facilities, an overall equipment effectiveness of 88% has been achieved, much higher than the industry norm.

Thinking ahead

The future growth will be from categories of strategic interest - toilet soaps, toiletries, baby care and lighting products. These would be built under the umbrella of the two flagship brands, Santoor and Wipro.
QUALITY BEHIND EVERY THOUGHT

Six Sigma

Quality alone is not a sustainable advantage, but attitude towards quality is. Quality is the backbone of our drive towards consistently identifying, meeting and exceeding customer expectations.

The initiative of Six Sigma has changed the focus to a truly customer focused organization in the last four years. The Six Sigma process helps focus developing and delivering near perfect services and products. Sigma is a statistical measure of how far a process deviates from the target. Six Sigma means 3.4 defects in 1 million opportunities (which means 99.99% quality is not acceptable).

The Six Sigma process starts with identifying critical business parameters like increasing customer satisfaction, new product introduction, improving operating efficiency, etc. The improvements in these processes are identified and transformed into projects. The critical area in projects is to identify the customers and understand their needs. The methodology then identifies the optimal process to meet their needs. It is important to simplify and continuously improve existing processes. Six Sigma will continue to drive quality at Wipro and reflect our philosophy ‘Applying Thought’ in everything we do.

The first software development company to achieve the SEI-CMM Level 5

Wipro Technologies is the first software services company to be certified the SEI-CMM Level 5, the highest attainable level. SEI-CMM is a Capability Maturity Model for software development. This ensures that the processes driving software development are best in class.

Majority of our work has been in the area of software development and maintenance services. The current SEI model does not cover integration of software and hardware products adequately. In October 2000, Software Engineering Institute came out with a new model called SEI-CMM. This is a unified model addressing software products adequately. In October 2000, Software Engineering Institute came out with a new model called SEI-CMM. This is a unified model addressing software products adequately. In October 2000, Wipro Technologies released its first software services company to be certified the SEI-CMM Level 5, the highest attainable level. SEI-CMM is a Capability Maturity Model for software development. This ensures that the processes driving software development are best in class.

As Wipro moves towards increasing its service range, it is adopting more comprehensive processes outlined in the SEI-CMM model. This would keep Wipro ahead in its continuous pursuit for world class quality and build its credibility with customers.

Highlights of Six Sigma

- Initiated over 252 projects across the corporation (against 143 in the previous year)
- Executed over 344 turbo projects (against 203 in the previous year)
- We now have over 74 black belts (technical experts)
- Over 3568 people were involved in Six Sigma Projects
- Business savings this year out of the Six Sigma initiatives is around Rs. 315 million (against Rs. 162 million in the previous year)
- Defined a new methodology to track performance called the Engagement and Effectiveness Index
- For software engineering projects we introduced a new methodology called DMADV
- For addressing cross-functional processes we have implemented the CFPM methodology aggressively.

Benefits of Six Sigma initiatives

- Right skill sets for fixed price projects in Wipro Technologies
- Improvement of utilisation in Wipro Technologies
- A accurate cost estimation of fixed price projects in Wipro Technologies
- Reduction of cycle time in manufacturing of PCs
- 25% of customer breakdown calls closed on telephone at Wipro Infotech
- Installation failures of Wipro PCs reduced significantly
- Service partner satisfaction index has moved up to 75% from 44% at Wipro Infotech
- Production of 31T per day of toilet soaps from machines, which have a rated capacity of 25T per day
- Overall Equipment Effectiveness of GLS plant running at 0.88

The PCMM Initiative

The Software Engineering Institute (SEI) evolved a model to measure improvement in people capability. The model is called the ‘People Capability Maturity Model’ or the PCMM. While its structure is similar to the SEI-CMM model, all the key process areas it measures are around people.

At Wipro, we launched the PCMM Initiative on April 1, 2000. Gaps at various levels have been identified and task forces are working towards closing them.

An improvement in a level represents greater maturity, order and alignment of people processes with business. Level II indicates that all people processes are clearly documented and understood by employees. Level III indicates that all people processes are based on individual competencies and are integrated with each other. Level IV extends beyond individual competencies and measures team competencies. At the final level the complete emphasis is laid on continuous improvement.
Our business is about people. Today we have about 14,000 Wiproites out of which about 11,500 are in the IT business. At Wipro, we are committed to attracting the best talent from the best engineering and management campuses and are clearly recognized as a technology company by the Engineering campuses. Our work culture continues to emphasize - Enabling People, Empowering People and Exciting People - through intellectually highly stimulating work content, early responsibilities, opportunities to impact Wipro’s performance and a value add through sustained self-development. The most striking feature, which employees admit about Wipro, is the completely open and apolitical culture in the organization, where people do not hesitate to express themselves. Nearly 75% of the eligible employees in the global IT services are covered by the Employee Stock Option Plan and share a tremendous sense of ownership in the organisation.

The new learning center at the Corporate Headquarters in Bangalore provides a crucible for development of employees and hosts among other development programmes, the Life Cycle Development Programme initiated by Wipro.

At Wipro, we strongly believe in developing leaders from within. The Life Cycle Development Programmes provide valuable inputs at the following stages in the employee life cycle:

a. Entry Level Programme for all new employees.
b. New Leaders Programme for employees who become leaders for the first time.
c. Wipro Leaders’ Programme for employees who start leading other leaders.
d. Business Leaders Programme for those in business leadership roles.
e. Strategic Leadership Programmes for the top management members who are in strategic leadership positions.

During 2000-01, number of training person days across Wipro was over 102,500. We continued to make considerable investment in developing people. In addition, our Performance Management System, comprehensive annual human resources planning and feedback to individual leaders through various processes such as 360-degree feedback, skip level programme and manager assimilation programme form the backbone of our people development process.

During 2000-01, we achieved further progress in the People Capability Maturity Model (PCMM). PCMM has helped us to integrate various HR practices such as selection, performance management, 360-degree Survey and development programmes around competencies. Also, many HR processes have been IT enabled to make them more effective.

For many people, Wipro is more than an organization to work with. It is a way of life.
The minds that lead Wipro

Formally designated as the Corporate Executive Council, this group forms the nerve centre of Wipro’s strategic think tank and executive turbo-charge.

Hard-core Wiproites, they have built the Wipro brand. They mentor young Wiproites to carry the Wipro Vision forward, in their respective spheres of operation.