



Find, Lock and Capture Wipro's Value Creation Framework for Service Delivery

Delivering visibility, innovation and
the power to measure and
track to customers

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Why is it important to create value for your customer?

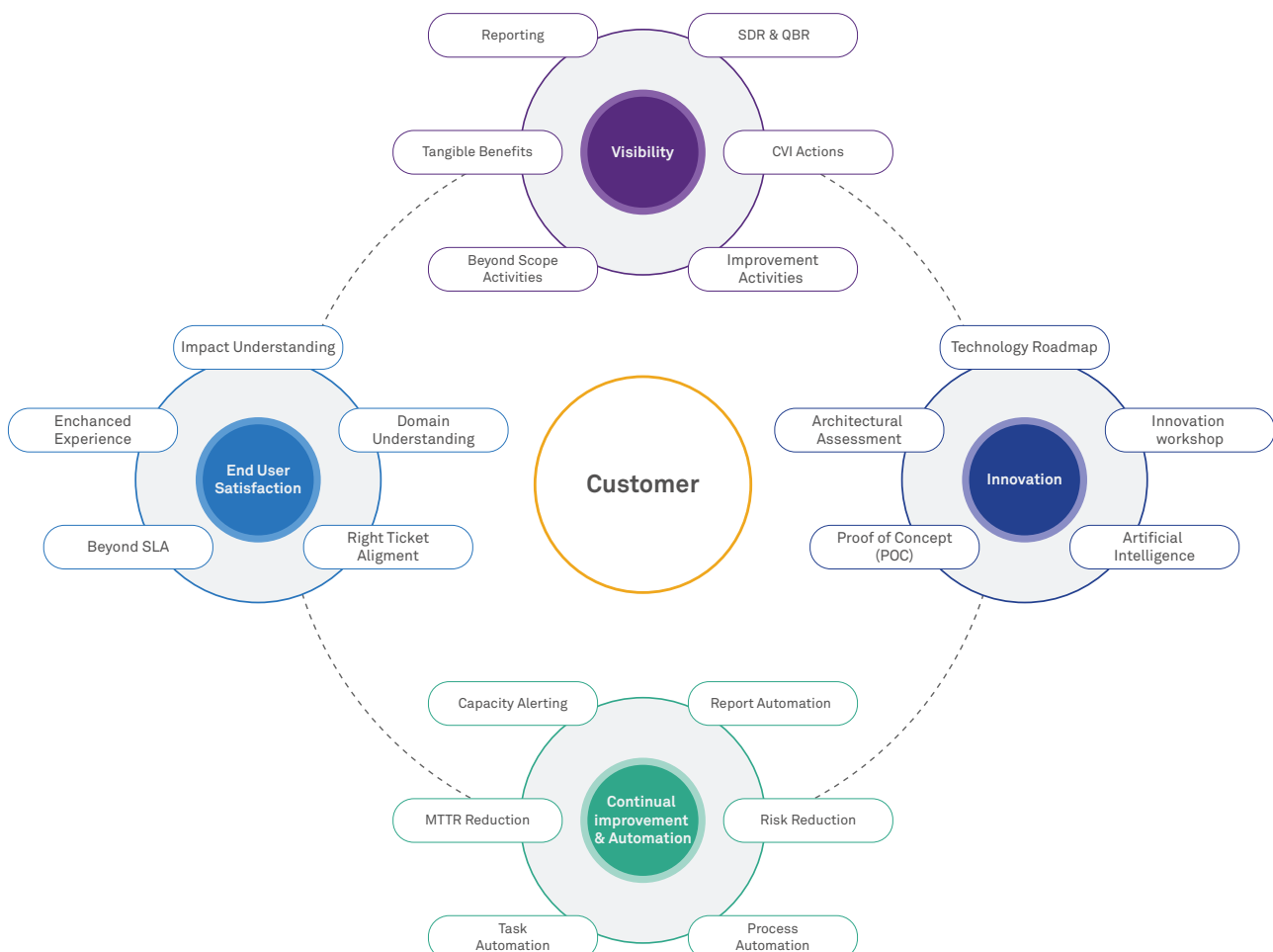
With globalization and the 'Death of distance', the customer is more empowered than ever today. Gartner survey shows that over 80% of enterprises are looking to differentiate competitively using customer experience. It is evident that customer experience will be the key differentiator that will give an edge to any service or product organization and the market will primarily compete based on experience.

Now, the challenge lies in understanding and solving the puzzle of customer experience. Every customer is different; the experience they seek is based on their individual perception. Thus, getting a single way or approach to attaining customer experience poses a challenge in service delivery. Though customer experience is the

guiding principal, the most significant ingredient for ensuring this, is value-add.

Every customer looks for value-add from IT service providers and partners; the definition and meaning of value-add is ambiguous and specific to individual customers. It is very important to understand the customer business need and customer key stakeholder success criteria to align actions that can help them achieve or over-achieve it and in turn, enhance customer experience and create value for the customer.

Figure 1



Understanding the nuances of value creation

The value actions and perceived value can be different for all customers. However, all the actions, more or less, should be aligned to three tenets and all value-add actionables should be evaluated against these tenets to clearly establish value for the customer.

The three tenets are:

- Be proactive in nature
- Provide clear tangible benefits
- Enable customer business goals

The four areas around which value-add can be created are Visibility, Innovation, Continual Improvement (Cost and Operational) and End User Experience. These four areas of customer value creation can be represented in a Customer value orbit (Figure 1).

Visibility: The customer needs to have clear visibility of the efforts, best practices and challenges through monthly Service Delivery Report (SDR) and Quarterly Business Review

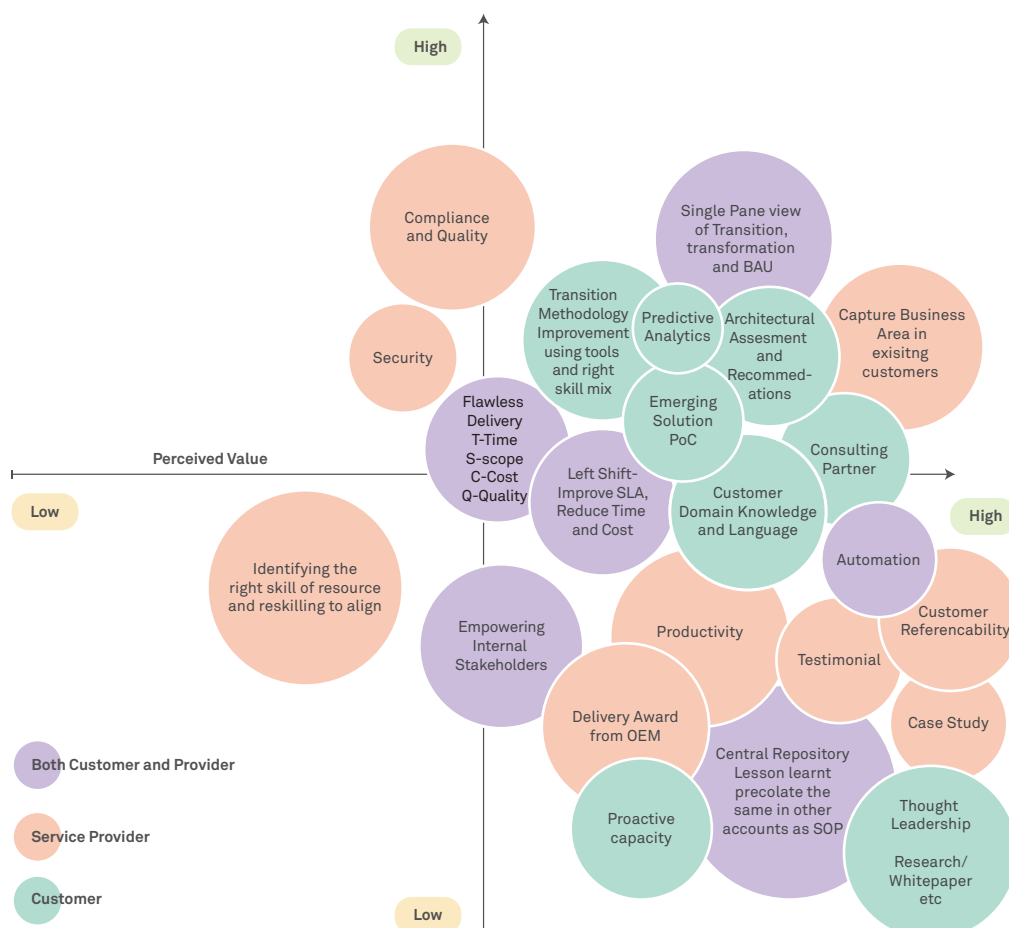
(QBR) in the account. The transparency can be intimidating, however, it is integral to have the customer as a trusted partner.

Innovation: This isn't an over and above the contract parameter anymore. Customers expect newer and better ways from day 1. Thus, an innovation workshop and a roadmap are of high importance to inculcate innovation and ideation culture in an account.

Continual Improvement & Automation: The only way to ensure a futuristic offering is to simplify the process and include automation where feasible – process, reporting or risk reduction. The process of improvement should be a continuous and an ongoing practice in every account.

End User Satisfaction: If the customer's customer is happy and the service provider understands the intricacy and business definition behind each SLA and agreement, the service provider can assure value creation.

Figure 2



We need to be aware and clear that value-add is not providing something free of cost to the customer; everything does have a cost, and benefits vs cost due diligence needs to be done clearly. The value is different for each customer, however, if we pick a few and map them against “Cost to deliver” and “Perceived Value” it will help us set some priority while driving them. Figure 2 is an illustration of such mapping and can be best used as a guide to create a similar map for your customer.

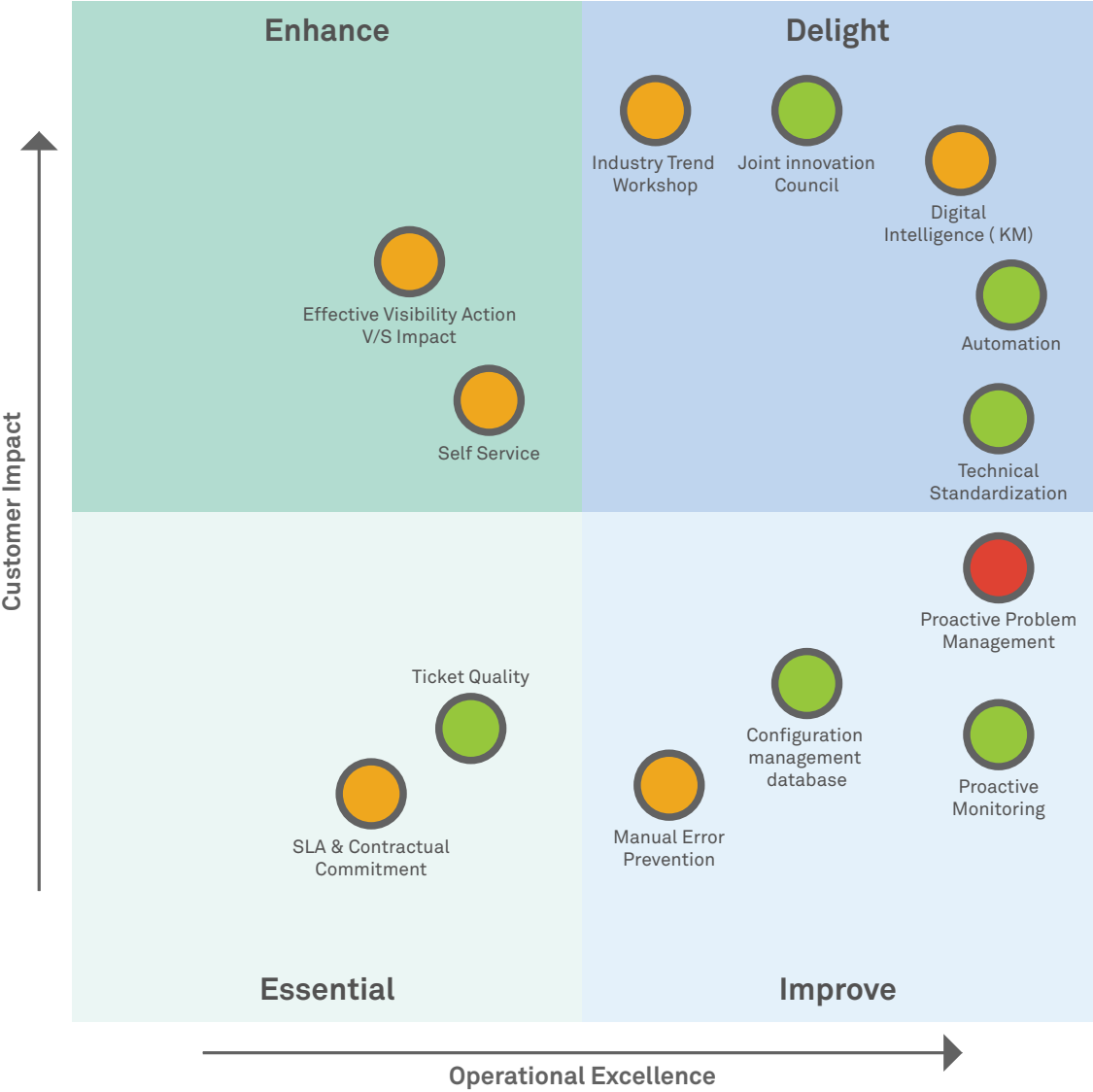


Figure 3

Legend

- Process/Collaboration
- Technology/Tools
- People/Competency

It is also important to understand the difference between improvement and value-add – mostly, we use these terms interchangeably, which in turn dilutes the positioning and strategic nature of the actions of value-add. What has been working well is a generic guide to map the initiatives on 2*2 matrix as in Figure 3. Anything which is in the ‘Delight’ and ‘Enhance’ quadrant will be of greater value for the customer and anything in the ‘Improvement’ quadrant in Figure 3 will be treated as operation excellence with relatively lower client value.

Integrated model of value creation

FLoC (Find Lock and Capture) - Introduction

Initiatives taken up in silos fail to gain traction with customers or may not even reach them. We need a structured framework complimented by corresponding initiatives to drive this effectively. FLoC (Find Lock and Capture) is a framework (See Figure 4) designed to align initiatives and drive the outcome effectively. We need to Find, Lock and Capture opportunity in each area in order to:

- Expand - Go Beyond current Engagement Scope & enable client to leverage larger organization Capability
- Improve Efficiency - Optimal Delivery and Customer Experience
- Future-proof – Improve stickiness and demonstrate thought leadership

Account architects need to play a critical role and act as technical mascots and value creation coaches in the accounts. Delivery and Functional enabler teams should enable accounts with the industry view and proactively infuse best practices to improve customer perceptions and empower all stakeholders. Messaging to customers should be clear and tangible, indicating value for each customer, this is a major lever of visibility. The visibility can be mapped to both Find and Capture. Any issues/concerns/feedback raised by customers in this context or in process of transparent reporting should be mapped under Find and worked upon to be addressed. The customer survey feedback can be captured as the visibility outcome.

Customer delight as an outcome can only be achieved when there is a proactive alignment of value creation to customer objectives. This can be made possible with the measurement techniques of Delivery Maturity Index (DMI), where the current score can be benchmarked and worked upon for improvements and process adherence. This transparent reporting of the DMI scores builds the rapport that's needed to position the customer as a trusted partner and progress with

mutual goals. Delivery performance and client relationship maturity set the roadmap for customer delight. Continuous and consistent delivery of commitments will ensure the transition from accidental brilliance to Designed Excellence, which will result in customer delight. Delivery Maturity Index (DMI) can be mapped to Lock and Capture; for instances where gap/process non-adherence/data is not reported, these can be locked as opportunities to improve the current score and being worked upon. These outcomes of initiatives can be captured through change success rate, survey feedback, customer commendations and testimonials.

Innovation Council as an initiative of inducing the culture of ideation and execution in an account can be mapped to Find and Lock. The initiative is to identify, process, and model technology ideas that are pitched in by account members. These ideas are thereby addressed in the respective Tower Council meetings and the shortlisted ideas turn out to be the opportunities to be Locked for further execution.



F Find and Flush concerns/issues/actions

Lo Lock the Opportunity

C Capture the Opportunity

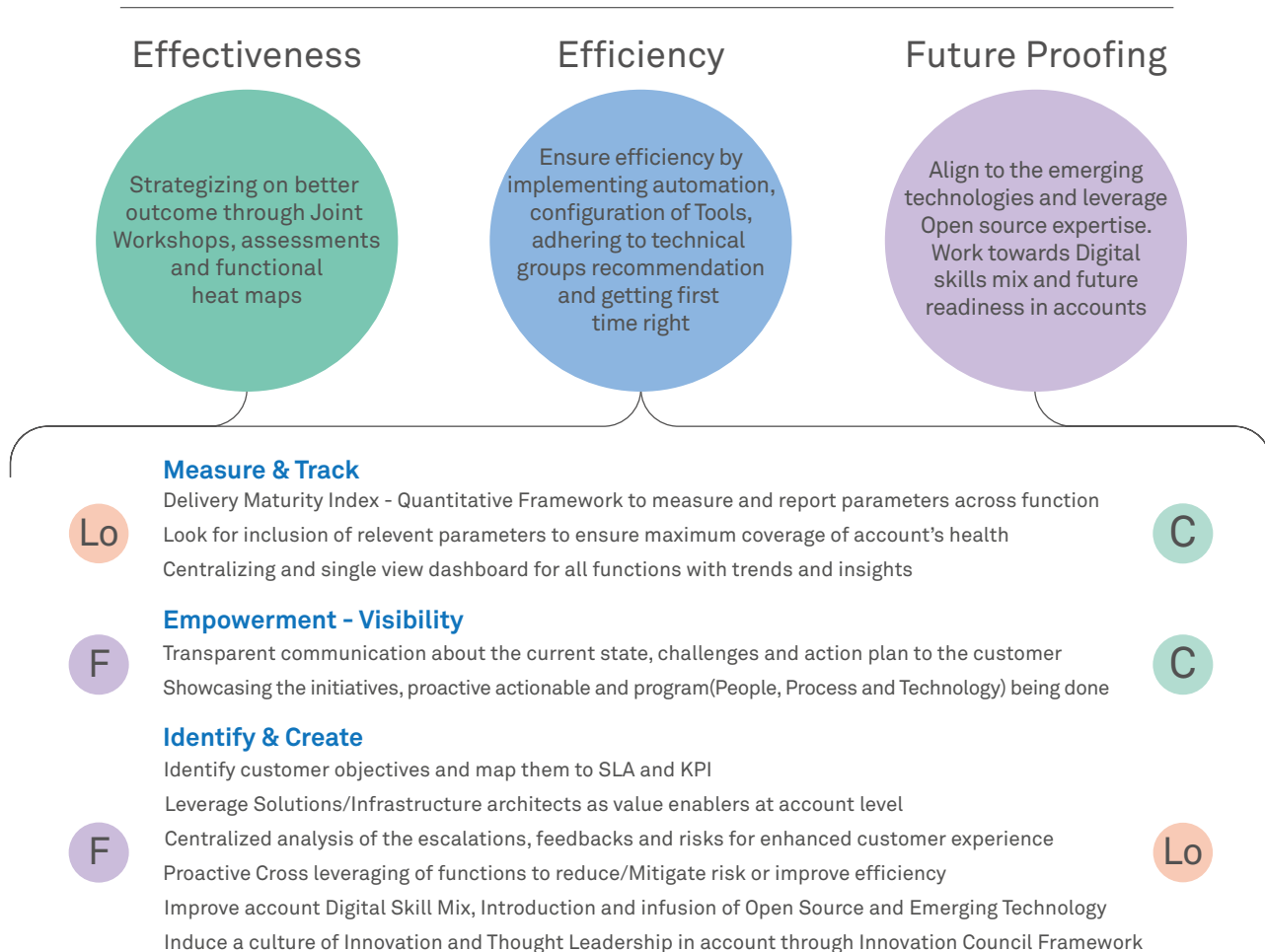


Figure 4

FLOC – High level view

In a service delivery set-up, there are different clusters of activities that are performed in alignment with customer objectives and the cost of delivery as outcomes. These activities can be categorized into initiatives like left shift, future proofing (Innovation Council) or empowerment messaging. Over and above this, initiatives and outcomes are key actions and supporting functions that constitute the backbone of any service delivery value chain. From resource skilling to technical support groups and automation with Quality, audit and compliance as

the enablers, the FloC framework finds its applicability across functions. Any service provider can leverage the framework across these activities to create a systematic approach to create value. Value creation is done in silos in each function, however this framework gives a high-level view of the functions within a typical service delivery value chain and the applicability of the FloC framework in each function (Refer figure 5).

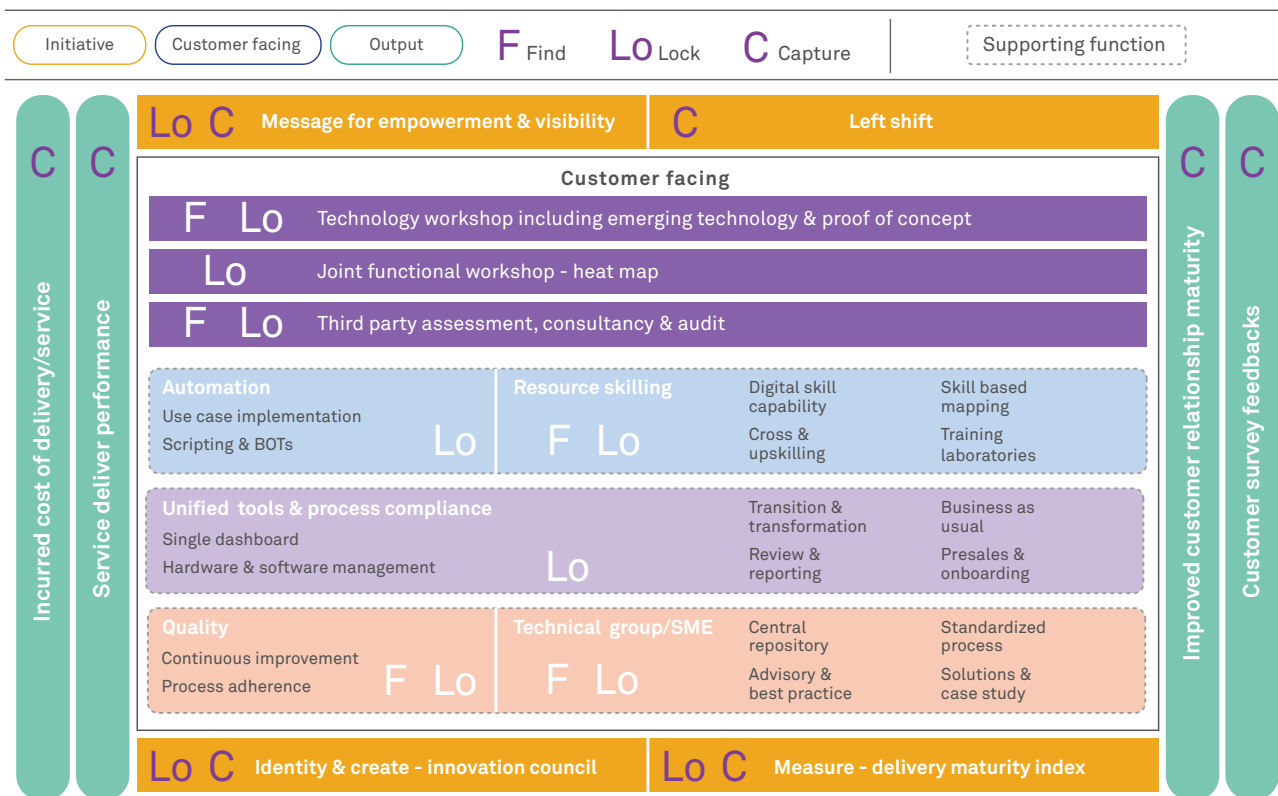


Figure 5

FLOC – Iterative operational view

Value creation is a continuous process and each iterative cycle has to give a cumulative value to the customer. FLoC as a framework follows a recurring cycle of Find, Lock and Capture that is coupled with reporting after each stage. The stages and their respective reports are given in Figure 6.

Find: This has to be taken up for a tentative duration of 1-2 months to analyze the scope of any pending concern/issue/action. Post the fishing activity, an Initial Information Report (IIR) is published that entails the preliminary assessment and recommendation, along with areas of prioritization. Sessions with regard to thought leadership, webinar or technology come under the purview of this report.

Lock: This has to be taken up for a tentative duration of 2-3 months to lock in the identified

opportunity. This is a stage of planning and getting timelines with necessary approvals and customer sign-off. Post this, an Opportunity Identification Report (OIR) is published, which comprises the business plan, approvals and details of the opportunity that is locked.

Capture: This has to be taken up for a tentative duration of 4-10 months that deals with the execution of the locked opportunity and documentation of the outcome, commendation and customer feedback. The inputs from the Capture phase can again start a new cycle of FLoC. Post this, a Value Achievement Report (VAR) is published that comprises of the case study, commendation, repositories created, outcome VS planned status.

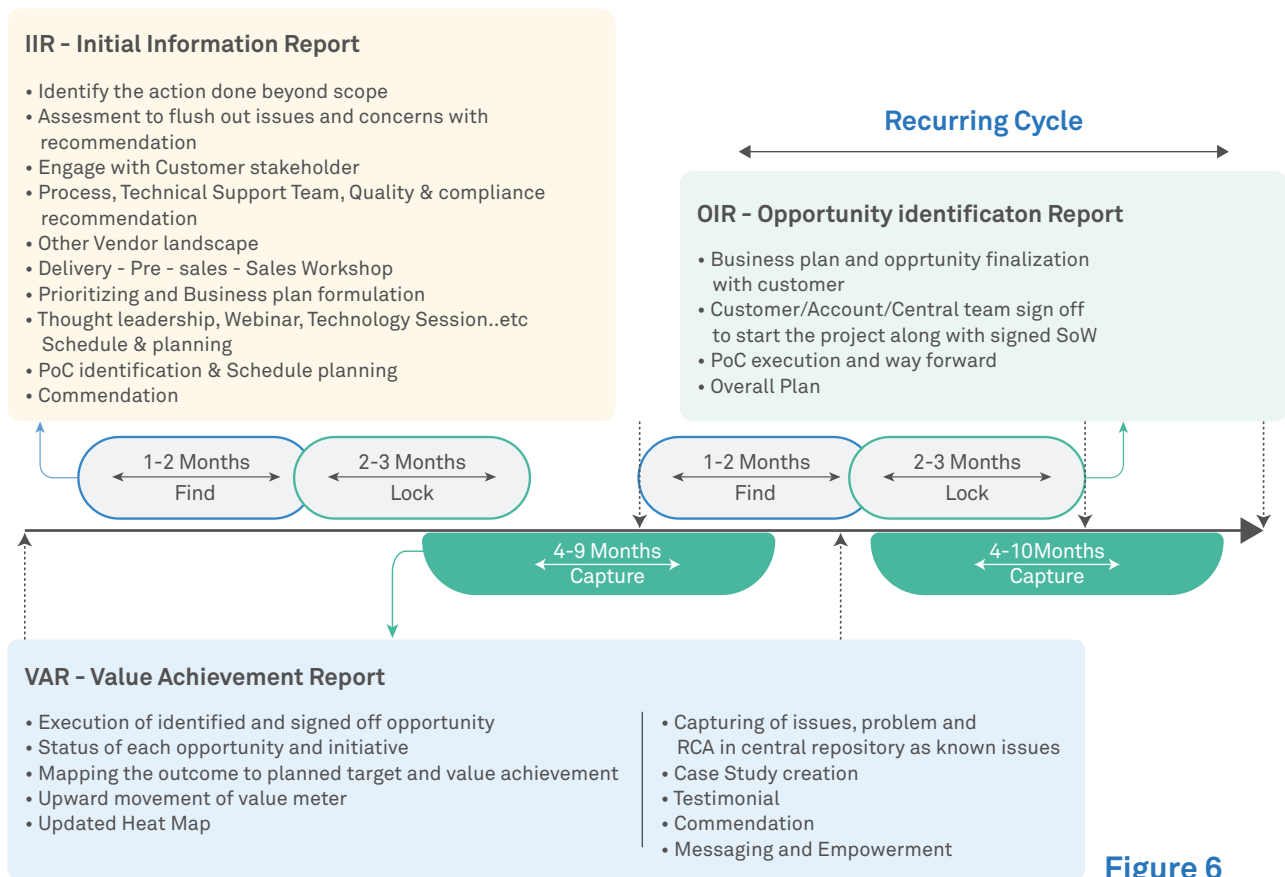
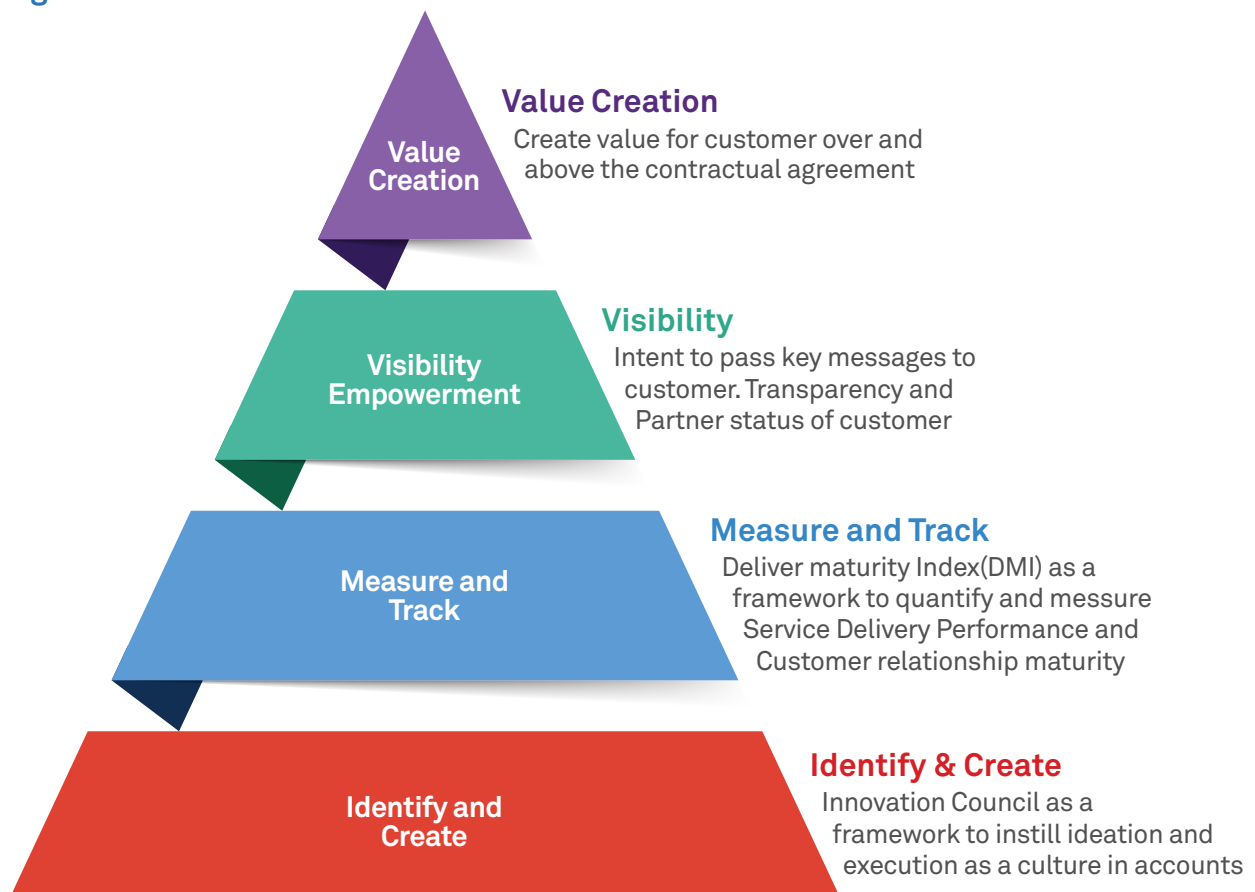


Figure 6

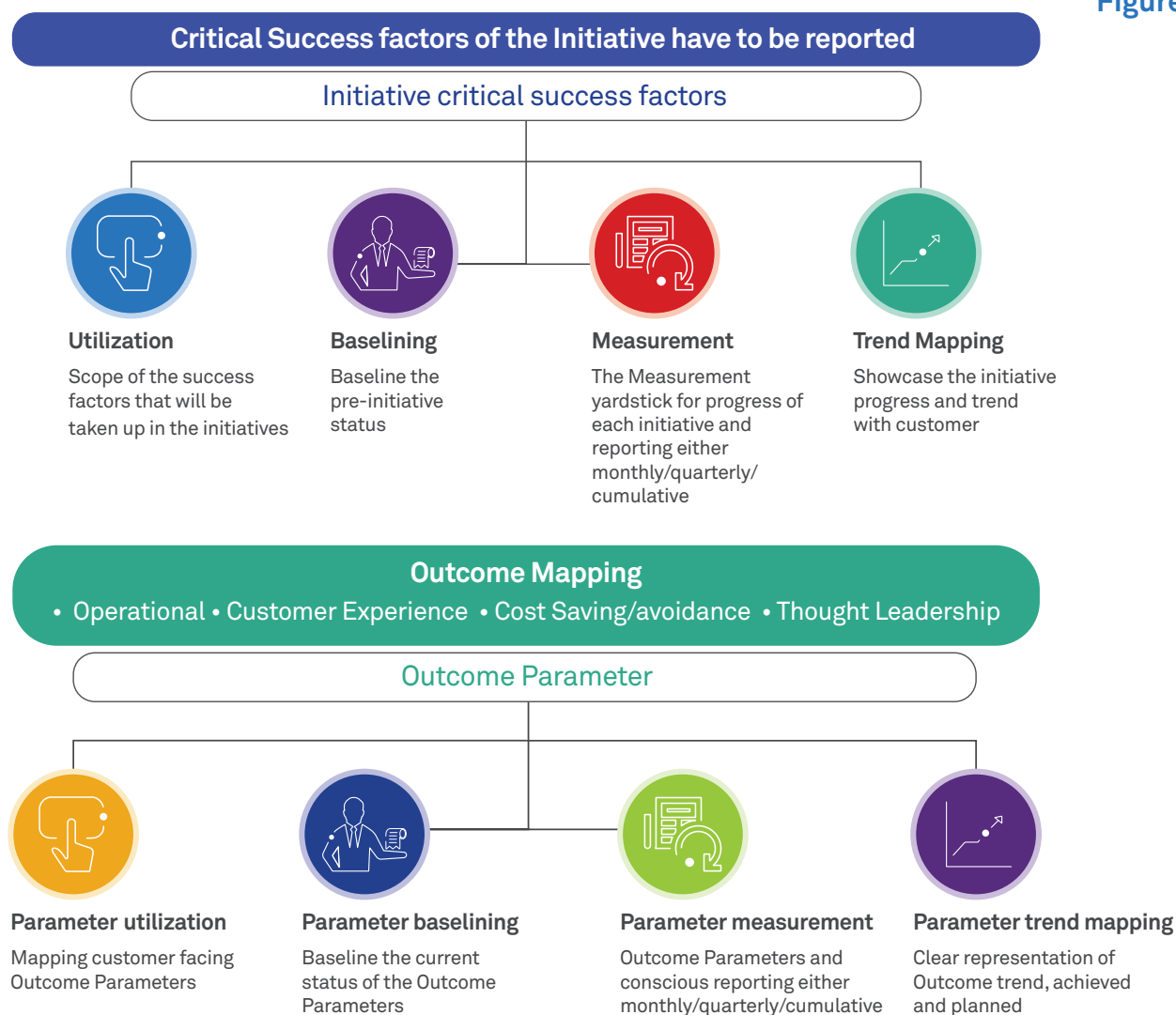
Figure 7



Value Creation Charter- Elements

In continuation of the FLoC framework, every service delivery provider can design his/her value creation charter. This charter has to be driven in 3 folds of the FLoC framework – Visibility, Measure & Track, and Identify & Create (See Figure 7). The value creation journey is as good as each of the elements in the framework. When all the elements of Visibility, Measurement and Creation are in sync and effectively governed, the service delivery provider can be assured of continuous value creation for the customer.

Figure 8



Visibility

It is important to showcase the improvement trend to the customer and correlate the initiatives in a cumulative and consolidated manner. The whole analysis and trend should bring out a story of how this is a “Designed way of achieving excellence rather than accidental brilliance.”

Mapping initiative against customer impact and operational excellence (Refer Figure 8) is also a

good way to show how a vendor or partner is thinking holistically to drive value for the client. It is important to showcase continuous and cumulative tangible benefits to the client in correlation with the initiatives and their progress. As mentioned earlier, it is imperative to stress on value-add specifically and avoid using the terminologies for improvement and value-add

interchangeably. Value-add is largely strategic in nature and needs to be positioned accordingly when presented to stakeholders in senior and top management.

It is important to constantly focus and provide regular visibility of the status to senior and top management and therefore, the value-add

dashboard needs to be an integral part of monthly and quarterly reviews. Monthly or quarterly value-add dashboards can also be published by account delivery owners to all stakeholders as an effective way of bringing visibility and awareness around it.

Measure & Track

DMI – Summary

True to its last word, Peter Drucker’s quote “If you can’t measure it, you can’t improve it” is indeed a defining guideline for modern service delivery. Delivery Maturity Index (DMI) is one initiative that transcends from traditional service level reporting to a client interfacing approach. Over the years, this comprehensive framework has matured to a level of quantifying both service level performance and client service provider relationship maturity.

There have been numerous incidences where the service delivery provider is confident of having met all the contractual obligations, however the customer doesn’t reciprocate the same satisfaction. This is the watermelon effect where everything seems green on the metrics, but the core of customer fulfillment is still red. DMI is an

initiative to analyze this core and measure every pain point until it is addressed enough to gain back the customer relationship maturity over and above the service level performance.

DMI is a blend of both macroscopic health reporting on the account level and microscopic drill down to the parameters of client service delivery. It is an adaptive framework of measuring sub-indexes and parameters aligning to each client’s requirements and applicability. DMI measures the account’s performance on 5 major groups of service delivery namely: Governance, People, Process, Service Delivery and Client satisfaction (Figure 9). The cumulative score of all the sub-groups is what leads to a DMI score for the account.

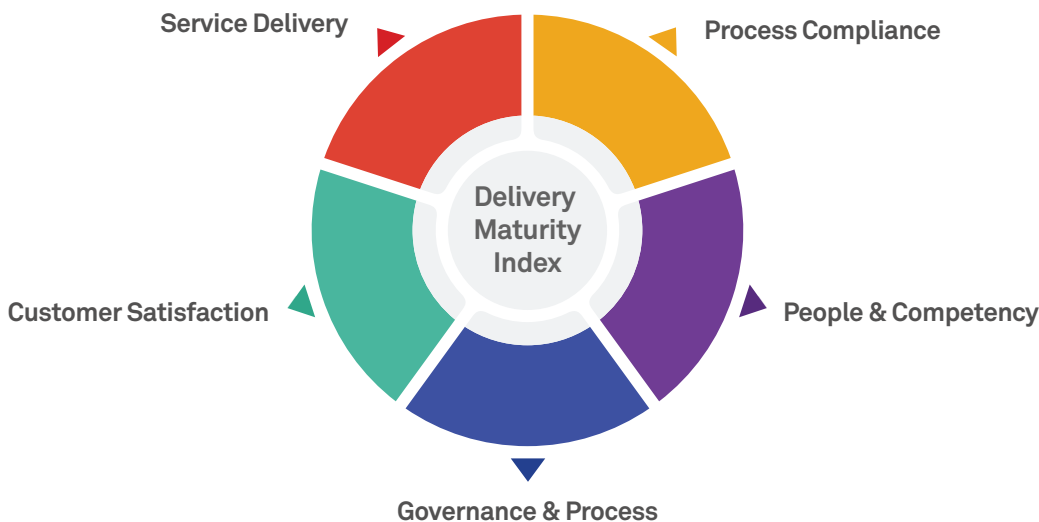


Figure 9

DMI - Measurement

DMI measurement has been broadly based on a score range of 0 to 5, with five denoting the highest degree of maturity. The maturity levels are a clear representation of the service delivery performance for the service provider, as well as the maturity of their relationship with the customer. Key measurements that define the service delivery maturity and the client relationship maturity are:

Service delivery quality: This measures the provider's ability to meet service level agreements and reduce penalties. A full Harvey Ball score indicates complete achievement of service level targets.

Best practices and standardization: This measures the effectiveness of the centralized and standardized approach for best practices. A full Harvey Ball score indicates a complete

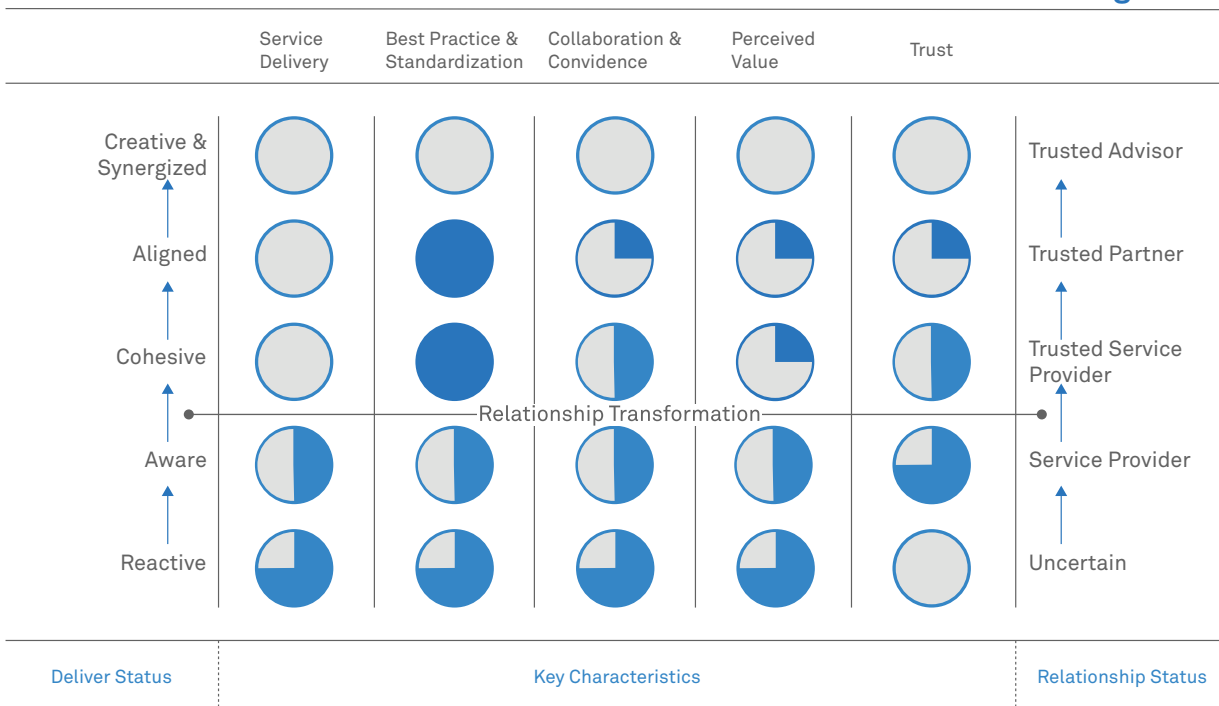
standardization and best practices approach followed across the teams and client accounts.

Collaboration and confidence: This measures the extent of provider's influence over client satisfaction and building client confidence. It also measures how well provider's teams collaborate with clients for mutual benefit.

Perceived value: This measures the client's perception of provider's initiatives through service delivery. A full Harvey Ball score suggests client can see the value creation provided by provider delivery team.

Trust: This measures the ability of provider delivery team to gain the client's trust and work with the client in an integrated fashion. A full Harvey Ball score indicates the highest level of trust between provider and its client.

Figure 10



As seen in Figure 10, delivery status and relationship status are calculated based on the five measurement categories.

- Consistency of Account DMI score defines the delivery maturity level for the account.
- Sub-indexes are grouped in five categories and the maturity level for each group is ascertained based on the consistency of the score with the respective group and overall.
- Each level of maturity builds on the previous level and includes all the attributes and characteristics of the previous level

DMI – Adoption, Utilization and Outcome (AUO) Framework

Delivery Maturity Index framework can be leveraged for a more proactive decision making by the service provider. There is no credibility for service providers who reactively ensure firefighting to address any incidences of outage/downtime/missed contractual commitment. The present-day customer demands a proactive framework that prevents any such aberrations from happening or gives a readiness indicator way before the occurrence of a real incident. DMI has over the years catered to this predictability model, based on both its data analysis and its parameter segregation into

Adoption, Utilization and Outcome (AUO) bundles.

What DMI offers is a decision-making transducer, where if the input of Adoption and Utilization is maintained over a certain defined maturity, the Outcome itself can be taken care of. This also presents an opportunity for every account to identify the areas of Adoption or Utilization, which need their intervention and focus. DMI measurement has been drafted to give more impetus to the Utilization of a parameter within an account than just the Adoption (See Figure 11).

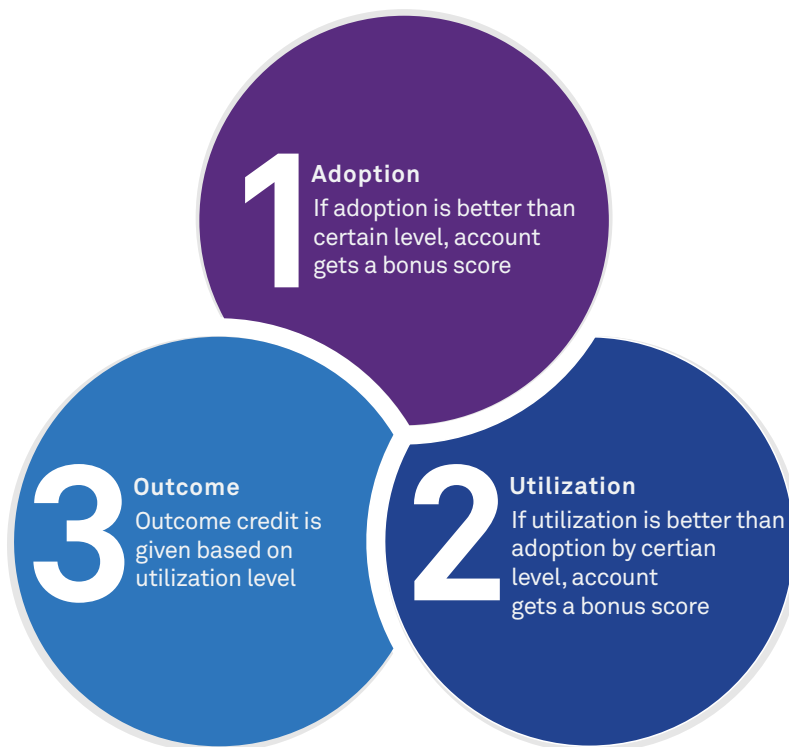


Figure 11

DMI – ISG’s Report

Delivery Maturity Index as a framework has been analyzed by ISG (Information Services Group), a leading global technology research and advisory firm. You can [click here](#) to access the report.

Here are a few excerpts from the ISG Whitepaper on DMI that certifies this framework’s unique positioning in the service delivery space.

“ISG is aware of other services providers’ internal

measures, and many have the ability to measure specific areas of services as one would expect. However, we are yet to see a fully integrated balanced scorecard with the degree of specificity of DMI or the ability to pull levers based on data to influence services, evolution and innovation at this level of sophistication.”

“Our observation of the quantitative measures

behind the Wipro DMI model is that they are remarkably specific, going down into the detail at the individual account level and to individual persons working on that account. The delivery teams have a strong grasp and control of the data deployed in the DMI scoring at the strategic, tactical and operational levels. In managed IT services delivery, it is rare to observe such a sweeping and complete control of empirical detail.”

“While the output of the DMI work yields a maturity rating, ISG also views it as a robust balanced scorecard. Wipro CIS not only has control of its operations and service delivery performance data, it has predictive and cross-functional indicators for future

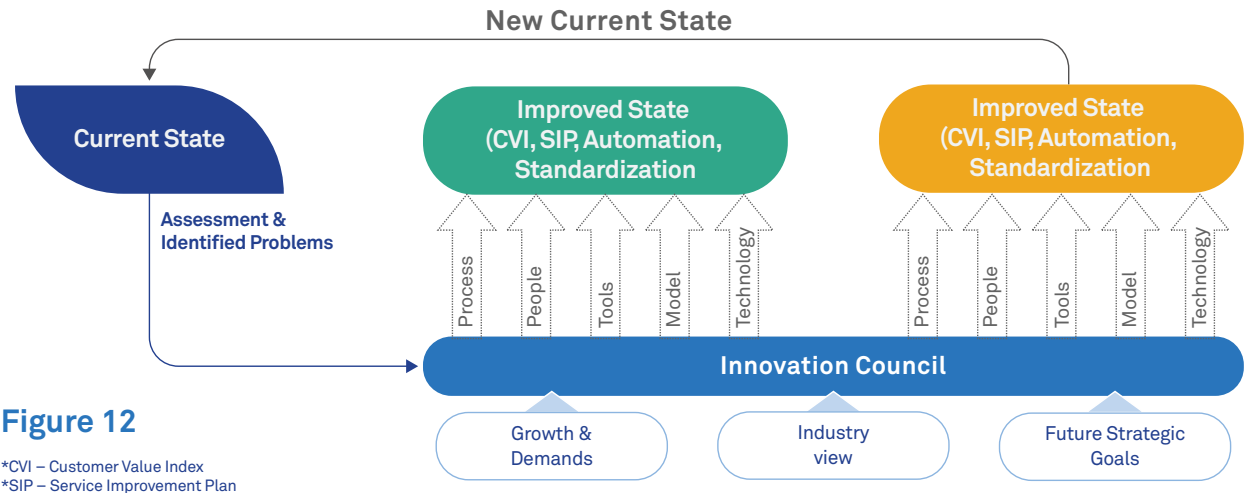
performance – both at the client level and for the CIS business as a whole. The ability to see these levers and to be able to manipulate operations based on these early warning indicators gives a strong sense of control to the CIS leadership.”

What DMI offers is a decision-making transducer, where if the input of Adoption and Utilization is maintained over a certain defined maturity, the Outcome itself can be taken care of. This also presents an opportunity for every account to identify the areas of Adoption or Utilization, which need their intervention and focus. DMI measurement has been drafted to give more impetus to the Utilization of a parameter within an account than just the Adoption (See Figure 11).

Identify & Create
Innovation Council – Framework

Innovation Council is a well-thought-out initiative to induce a culture of innovation and ideation in every employee. It is a systematic framework to carry out a continuous churning of ideas whether it’s in the form of a process, model, technology or service improvement for generating better customer value (Refer figure 13). The journey of transitioning from problem finder to problem solver can’t be without collaboration from the customer. This joint Innovation Council forum of idea discussion and execution creates synergy, as well as positions the customer as a trusted partner for Service Provider.

The onset of this ideation journey could be from investigating the current state problem, process and architecture gaps, along with a view of growth and future goals to identify and propose change for improvement through intervention of technology, process and model. Thus, Joint Innovation Council can be rolled out in the account with the intent of bringing a larger view of the service provider’s capability, experience, and partnership and collaborate to derive higher value and mutual trust (Refer Figure 12).



Innovation Council – Operational model

Innovation Council has a high impetus upon the granular and ground up approach. Thus, in its first stage of Ideation, it doesn't have any gating on the ideas and encourages every member of the account to come up with ideas. These ideas can be from any bucket, i.e. Technical, Process, Model, business or competency. Once these ideas are collated, these are analyzed and documented with clear benefits and recommendations that become a part of the Reporting and Governance charter.

Post the process of Ideation (Stage 1), the shortlisted ideas move to the Research Stage (Stage 2). Here the idea implementer gets a team and there is a thorough analysis and research done on the idea and the way forward. This is a very crucial stage to have a roadmap for idea execution and the stakeholders required for the necessary assistance. These stakeholders can be various enablers like Open innovation and Automation/Practice teams. Post this, the idea

can move to POC/Pilot (Stage 3) which calls for a proof of concept or a prototype, based on the type of ideas to showcase the feasibility of the success of the idea. Post this stage, an idea can move into Implementation/Execution stage (Stage 4). An idea that transitions through this entire value chain is the one which creates a value add for the customer (See Figure 13).

Innovation Council as a platform needs to create that additional advantage for accounts that step up to get on-boarded. One such advantage could be a central platform, where the practice teams like Open Innovation, Automation, and Practice can be leveraged for execution of ideas. These teams will be readily available to discuss the feasibility, get their subject matter expertise or leverage their facilities for simulation or testing purposes. There is also a central repository for the process documents, reference templates, executed case studies, best practices, and knowledge management initiatives.

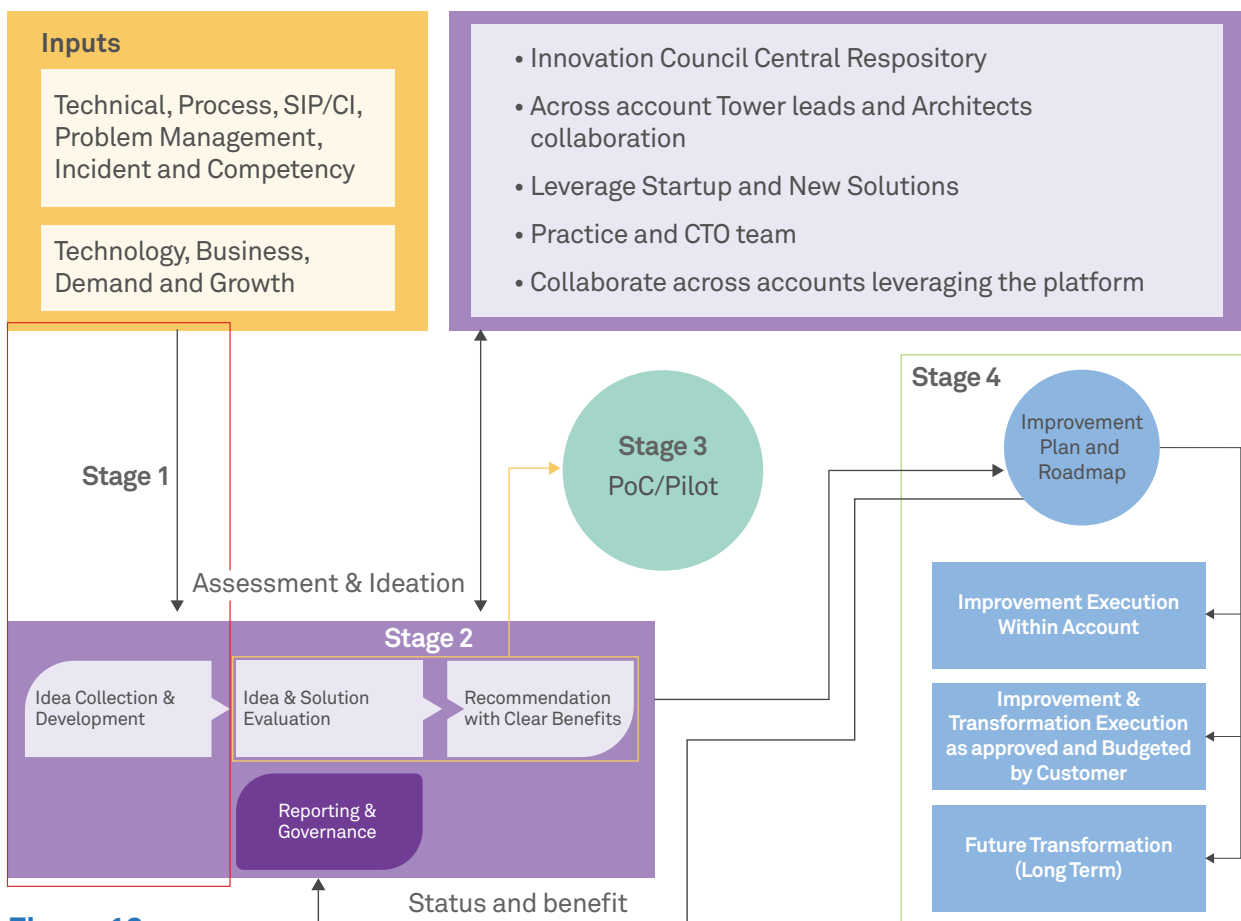


Figure 13

Innovation Council –Governance model

Innovation Council has a defined operational structure that assures a continuous iterative process of idea generation and execution. It all starts with some central initiation for all the accounts, where there is an account-wise workshop conducted to infuse the ideation and innovation mindset through activities and case studies. This is arranged for the account leaders, who can act as the flag bearers for Innovation Council in the account in various roles, such as Account Innovation Council Lead (Account Head), Account Governance SpoC and Account Innovation Director. This forms the Executive body for Account Innovation Council.

Post the induction of the account leaders, they are expected to run an awareness session for every member in the account to familiarize them with the framework. Once the account members are aware and informed, the account leader sends an account mailer to invite ideas from each member in a central account folder/portal. Now,

this is an iterative process that keeps generating new ideas.

Once the ideas are in place, fortnightly Tower Council Meetings are conducted to discuss these ideas based on feasibility, the timeline of execution and customer priority. The monthly Executive Council also needs to be facilitated; this has to be presided by the Innovation Council Lead (Account Head), Account Governance SpoC and the Tower Lead (Optional), where all the shortlisted tower ideas are discussed and their progress monitored.

Since it's a Joint Innovation Council, this Tower Council meetings are to be presided by Customer Interfacing Tower SpoC as well, which is called the Joint Tower Council to be held fortnightly. Similarly, Joint Executive Council meetings are also to be arranged every quarter where the customer-side Executive Sponsors and Customer Innovation Council Lead preside.

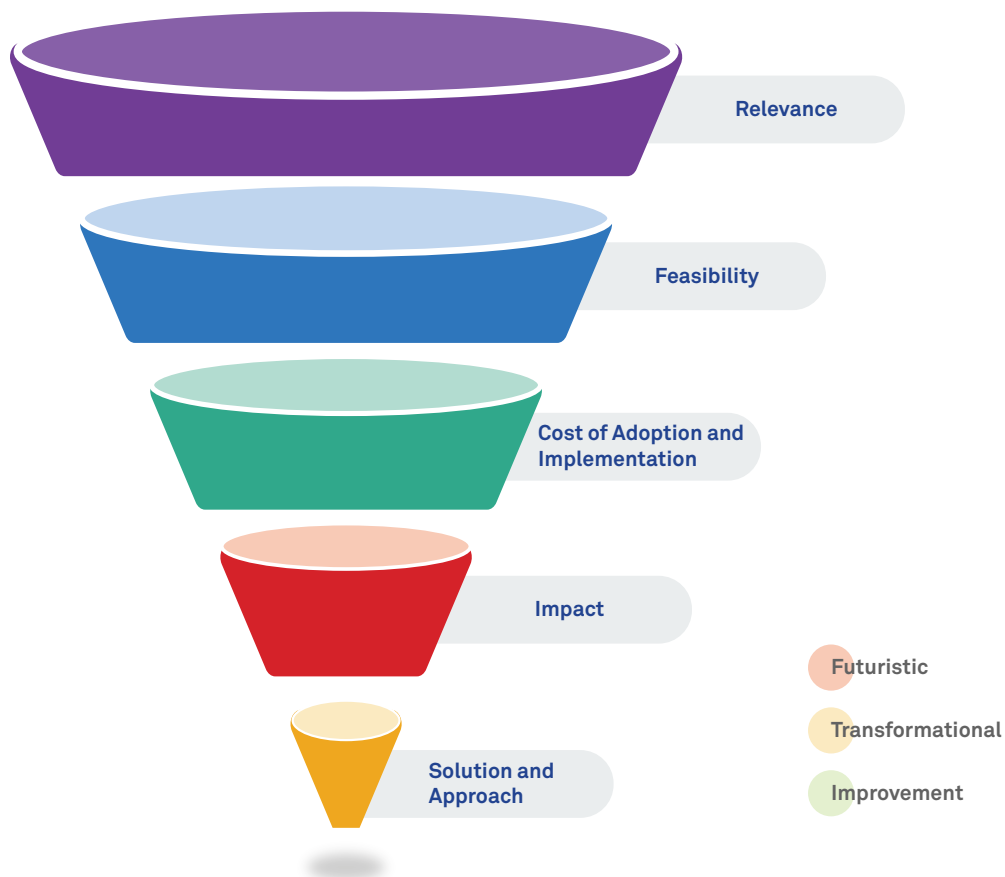


Figure 14

Innovation Council – Idea evaluation and classification

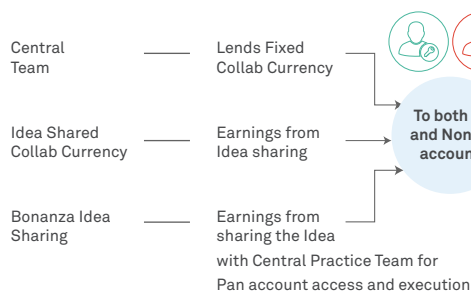
Though there is no gating on the kind of ideas that are logged in the Ideation stage, we understand that every idea will have a different lifecycle, based on it being a gating idea, futuristic idea, improvement idea or a transformational idea. Thus, there is a 3-step guideline in place to segregate the idea and charter the roadmap accordingly. We provide the Idea Implementer the freedom to choose the priority and assign the classification, however, the classification is

validated when it is discussed for feasibility at a larger forum with the Tower Lead or the customer.

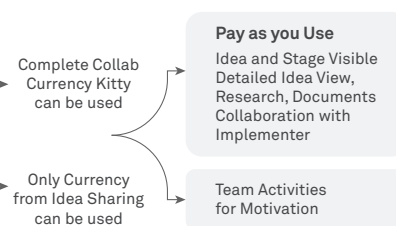
The classification of these ideas can be on various parameters like Relevance, Novelty/Freshness, New Tech/"Cool" Factor, Detail/Completeness, Feasibility, Impact (for end user), Adoption/Implementation Timeline, Cost of Adoption and Implementation and Solution & Approach (See Figure 14).

Innovation Council – Idea Marketplace

Sources of Collab Currency Earning



Usage of Collab Currency



Access to Collab Currency
Account ADH And Idea Implementer
Only Account ADH

Grading of Ideas
Based on Idea Stage, Customer Commendation and Shared History with account - Ideas will be graded

Collab Currency ~ Actual Currency Multiplier
Rational Multiplier to be adjudged keeping the motivation for Ideas and the financial burden in perspective *150 Collab Currency = 1\$

Central Team Budgeting
Registration and Yearly Enrollment Charges Levied
Award to best Idea, best account and practice team
Helping Hnad to Accounts with Meticulous Ideas

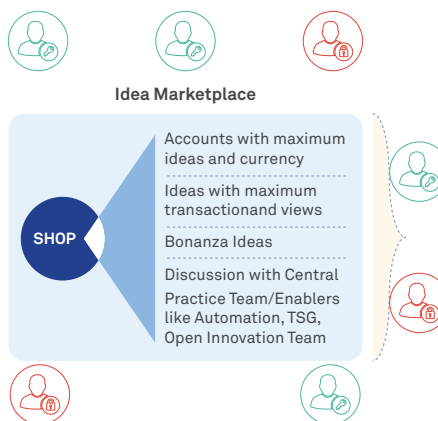
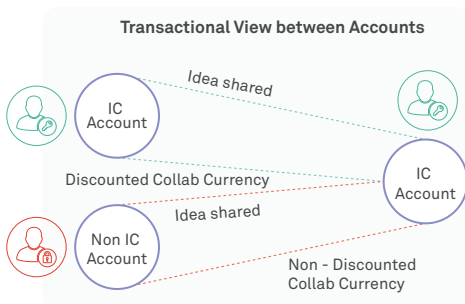


Figure 15

Innovation Council – Idea Marketplace

Innovation Council is a framework that deals with intra account as well as inter account collaboration. The ideas generated by one account can always be appealing and applicable for other accounts in a similar set-up. However, it would be unfair for the original implementer account to let the follower account re-execute it without going through the actual rigor. Thus, there is an inclusion of Idea Marketplace, where the

collaboration currency will act as a single medium of exchange for ideas within the accounts.

From our observation, we have seen that inherent motivation and a healthy competition have always led to a multifold outcome. Thus, this serves as a neutral ground for accounts to showcase their outcomes and trade them for areas, where a little assistance from another account could help. It is a holistically self-sustained idea exchange forum

with a little intervention of regulation at the onset. This Marketplace is also designed for accounts to be motivated to join the Innovation Council Framework for better collaboration currency discounts.

Collaboration Currency is a single medium of exchange that can be used for transacting in the Idea Marketplace. The Central body can always decide the sources of providing this currency to the account, whether a base collaboration currency is imparted to all accounts, or the accounts get it while volunteering to register for the Innovation Council platform. The other sources of income could also be from sharing ideas. The usage of this currency can also be regulated based on discretion, i.e. if viewing ideas also require a currency transaction or only the detailed idea view and collaboration with implementer require a transactional value (See Figure 15).

For motivational purposes, there should be an actual currency multiplier for converting the

collaboration currency to monetary value; however, it has to be regulated to prevent any unwanted financial burden. There should be a defined process for grading ideas, which in turn will lead to the valuation of ideas in terms of collaboration currency. There is a simple markup as any other marketplace, the more the demand of ideas based on the Idea stage, customer commendation and the number of accounts it's currently shared with, the higher the valuation of the idea.

The central regulatory body's role is imperative when it comes to managing the base currency to all accounts, yearly registration and onboarding fees. It is also essential for dealing with issues that need special attention like a helping hand lent to accounts with meticulous ideas, but limited resources. Based on the budget feasibilities, a yearly award and recognition can also be conducted to felicitate the best ideas, best accounts and practice teams.

Perspective

It is not an option but a necessity for any service provider organization to constantly enhance the experience and drive value for their customers in order to survive and excel in this new and evolving digital age.

With changing time and needs, value creation is becoming an important charter for all Service Providers. All organizations should invest and adequately empower this role to drive customer experience, centricity, value and growth.

Wipro Value Creation initiative has created a positive impact and helped deliver enhanced value to our clients: this is evident from consistent improvement in customer experience.

Value creation is not a one-time activity, it is a continuous process and through this, vendor relationship can graduate to a partnership and eventually to an advisor relationship between the client and the service provider. It is a mindset change that should drive the team to always look for an opportunity to create delightful experience for clients. This requires the team to be nimble in their approach.

Organizations have started adopting this approach and value creation is becoming an integral part of Service Delivery, and we expect this to gain more prominence in the coming years.

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