

CeBIT

GLOBAL BUSINESS MAGAZINE

ENTERING NEW **MARKETS**

March 1-5, 2011

TURKEY

CeBIT's Partner Country:
Young & productive

TURKEY

CeBIT Partner Country 2011

EMERGING ASIA

Asian outsourcing locations
dominate the market

GLOBAL DELIVERY

Interview with Mahindra Satyam
CEO C. P. Gurnani

NEXT STOP: BRAZIL

CeBIT goes global:
Business IT South America



**FLAT
WORLD
FORUM**

Hall 6 Stand E46
Programme Page 8

Collaboration in a Flat World

How the ICT-Industry enables an effective division of labour

Kongress Länderrisiken 2011

Perspektiven für die deutsche Außenwirtschaft

12. Mai 2011, Rheingoldhalle Mainz

Ein Kongress von Coface Deutschland



*Jean-Claude
Juncker
Premierminister
von Luxemburg*



*Prof. Dr. Peter
Bofinger
Universität
Würzburg*

- **Keynotes und Panels** zur Weltwirtschaft im Umbruch, zu den Perspektiven Europas und zur Reform des Finanzsystems
- **Vorstellung** aktueller Länderratings von Coface und des ausführlichen Handbuchs Länderrisiken 2011 (Bestandteil der Teilnehmerunterlagen)
- **Workshops** zu ausgewählten Märkten und außenwirtschaftlichen Trends unter Beteiligung kompetenter Medien- und Programmpartner
- **Forum** für den Austausch mit Fachkollegen, Referenten und Beratern
- **Ausstellung** führender Dienstleister für die Außenwirtschaft

In Zusammenarbeit mit



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Weitere Informationen: www.laenderrisiken.de

The e-revolution



"Ensure your service provider has proven rapid response strategies to cater for unexpected political and geographical risk."

When a government, in a time of political crisis, shuts down internet access as its first option, it has a broad impact on the nation's ability to support global businesses. China clearly has the ability to regulate its internet connection. But do smaller, less affluent nations have that level of sophistication?

This is a major concern for businesses when they invest in critical support services in the region. Top-tier providers, such as IBM, Verizon and TCS rely on Egyptian resources – largely for call center work and software support and development. So, as the Egypt crisis evolved over the past few weeks, the demonstrations forced out Hosni Mubarak, and the movement spread across the Middle east to countries not necessarily involved in sourcing, we formulated some recommendations for buyers looking to source in the region – or, in fact, any region of the world.

- › Ensure your service provider has proven rapid response strategies to cater for unexpected political and geographical risk.
 - › Ensure you know exactly how and where your provider backs up and protects all your critical data.
 - › Ensure you have financial provisions to compensate for business impact as a result of unforeseen political and geographical risk.
 - › Invest in a political risk analysis of countries where critical business and IT processes are being supported.
- Surely, nations with more mature, stable political systems are in a much stronger position. Onshore, nearshore, and rural shore locations in countries such as the US, UK and Ireland, which have become more attractive in terms of labor costs in today's post-recession global environment, will also become increasingly attractive. <

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FLAT WORLD FORUM

Meet your partners for ICT projects worldwide: Use Flat World Forum for your networking. Meet speakers and partners. And as a visitor:

Just leave a note on Twitter (#cebitfwf), when you will be here.

Hall 6, Stand E 46

www.flatworldforum.com

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FLAT WORLD FORUM



Programme | 1 – 4 March 2011 | Hall 6 | Stand E46

TUESDAY, 1. MARCH 2011

NEW TUNISIA

12:00 - 14:00

OPENING CEBIT FLAT WORLD FORUM

Greeting the CeBIT delegation of Tunisia

12:15

ICT services and prospects for social change in Tunisia Panel and company presentations

Moderation:

Dr. Hans-Peter Merz, IHK Mittleres Ruhrgebiet

„E-revolution“ facts & figures

Oualid Hamdi, International Social Media Expert

Offshoring destination Tunisia – an unbeatable value proposition

Neziha Berzouga, Head of Offshoring Promotion Section, FIPA Tunisia

Testimonials:

Khaled Jomni, CEO, Technopôle El Ghazala Tunis

Dr. Sami Bahri, CEO, Digital Media Group

NEXT STOP BRAZIL

14:00 - 15:30

14:00

Greeting by Deutsche Messe with presentation of BITS - Business IT South America

14:30

Brazil - Regional Leader, Global Player

Sergio Pessoa, BRASSCOM

15:00

How to Hit the Ground Running in the Brazilian Marketplace

Kelly Zeni, Executive Manager of Curitiba Offshore Center

BULGARIA

15:00 - 16:00

The Nearshoring-Location for Software Development in the European Union

WEDNESDAY, 2. MARCH 2011

INDIA

10:30 - 14:00

INDIA'S ICT SERVICE INDUSTRY ON THE MOVE TO EUROPEAN MARKETS

10:30 Opening

Indo_German IT Business, Wolfgang

Hoeltgen, German-Indian Business Center GIBC

11:00

Global Sourcing with India Myths and Reality - from Apprentice to Master

Dr. Klaus Gronwald, Mahindra Satyam

13:00

Compete and Grow in the Global Economy with Suyati's DGT, Mukund Krishna, Suyati Technologies

13:30

The Future Of Software Services – Industrialization

Vishal Rai, Acellere

VIETNAM

14:00

CONNECTING BUSINESS

Bui Tung Khanh, The North Ltd

ITALY

14:30 - 17:00

PRESENTATION OF THE ITALIAN ICT SECTOR

Opening:

> Andreas Zuege, Deutsche Messe, Italy

> Ines Aronadio; ICE Berlin

ICT solutions from Torino Piemonte

> Guido Bolatto, Torino Chamber of Commerce

> Patrizia Nicolussi, Tosm Event, Lingotto Fiere

ICT and Biomedicine in Sardinia

> Valter Songini, Sardegna Ricerche, Pula (Cagliari)

Investment Guide Italy

> Jens G. Bruch ICE Berlin

“TechnologyAtlas Italy 2011”

> Michael Berz, ICE Berlin

16:00 Get Together, Torino Chamber of Commerce

THURSDAY, 3. MARCH 2011

TURKEY

10:00 - 12:00

THE NEXT TIGER NATION IN THE ICT SERVICES WORLD?

Growth potential, demographic development and education as advantages of Turkey

10:00

Greeting by Deutsche Messe with presentation of CeBIT Bilişim

10:30

Speed Presentation:

Service Partner from Turkey

11:00

Peter Eisenschmidt, Türk-Alman Business Center

11:30

Creating Business Values of IT

Best Practices from Turkey

KoçSistems

ROMANIA

12:00

PENTALOG GROUP – A MULTINATIONAL IT SERVICE PROVIDER

Mircea Popa, Pentalog Deutschland GmbH (German language)

UKRAINE

12:30 - 14:00

HOW TO BUILD UP RESOURCES IN A TOP LOCATION FOR OFFSHORING

12:30 Ukraine – The Hidden Champion in Software development

Andreas Ganswindt, Ciklum

13:00 Innovations In Time. Innovations For You.

Anna Kostina, Infostroy Ltd

13:30 Myths about Ukrainian IT Outsourcing

Ruslan Olkhovskiy, Softengi LLC

CZECH REPUBLIC**14:00 - 16:00**

Nearshoring experiences in Central and Eastern Europe: Czech Republic

14:00 CzechTrade Promotion Agency Presentation

14:10 IT & Software Development in the Czech Republic and Financial support program ICT and BSS Czech ICT Alliance

14:25 Nearshore Partnership: The Smart Choice CN Resources

14:40 CzechLink - Joint Ventures & Mergers & Acquisitions Czech ICT Alliance

14:50 Your Partner for Geographic Information Systems T-mapy spol. s. r.o.

15:00 Mobile Event Management for Everyone Acemcee

15:10 How to Mine Data from Speech Records? PHONEXIA s.r.o.

15:20 Voice Communication Under Control OptimSys s.r.o.

15:30 Invea-Tech Company Presentation

15:40 AdvallCT Company Presentation

15:50 Hönigsberg&Düval Datentechnik Czech Company Presentation

PANEL**16:00 - 17:00****NEARSHORING VERSUS OFFSHORING**

- › Marina Vyshegorodskikh, HR Director, Ciklum
- › Steen Westh Nielsen, CEO, CN Group
- › Mukund Krishna, CEO, Suyati Technologies
- › Mircea Popa, Pentalog Deutschland GmbH

FRIDAY, 4. MARCH 2011

SME FORUM**11:00 - 12:30****EDUBIZ ROUND TABLE**

How can SME be successful on international markets

- › Marina Vyshegorodskikh, HR Director, Ciklu
- › Claus Traeger, consim - Consulting for International Channel Marketing
- › Hans Gäng, CEO, local global GmbH

12:30 - 13:00

INTERNATIONALER PROJEKTERFOLG DURCH SYSTEMATISCHEN NACHWUCHSKRÄFTEAUFBAU

Sylvia Temmler, Unternehmenskooperationen, SIBE

GLOBAL TRADE & COLLABORATION LAB

Hyperfair: Or how to successfully promote business on international markets - by virtual fairs.



TURKEY
CeBIT Partner Country 2011

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TUESDAY, MARCH 1 ST

13:00 - 13:45

PRESS CONFERENCE

Nord LB Building

- › Hans-Joachim Otto, Parliamentary Secretary of State, Federal Ministry of Economics and Technology
- › Binali Yildirim, Minister of Transport and Communication
- › Prof. August-Wilhelm Scheer, President of BITKOM
- › Faruk Eczacıbasi, President Advisory Committee of TÜBISAD

14:00 - 16:15

GERMAN-TURKISH ICT SUMMIT

Nord LB Forum

- › Ernst Raue, Board of Deutsche Messe
- › Prof. August-Wilhelm Scheer, President of BITKOM
- Turgut Gürsoy, President of TÜBISAD
- › Binali Yildirim, Turkish Minister of Transport and Communication
- › Hans-Joachim Otto, Parliamentary Secretary of State, Federal Ministry of Economics and Technology

18:30

TURKISH NIGHT

Central Turkish Pavilion Hall 12 organized by ITO

CENTRAL TURKISH PAVILIONHall 12 with 2000 m²

Joint Pavilions

- › Business IT Hall 3
- › Telematics Automotive World Hall 7

› CeBIT lab / CeBIT gov Hall 9

› Banking & Finance World / CeBIT Security World Hall 11

› Business Communications & Networks Hall 12

› Turkish Display Categories on overall 4500 m²**CENTRAL TURKISH PAVILION**

Hall 12 - Business IT

with

- › Lounge Area and Welcome Center
- › Exhibition Space
- › VIP Area
- › Conference Rooms
- › Forum Area for Company Presentations

CONFERENCES, KEYNOTES AND WORKSHOPS

1st to 4th March, Convention Center

› CeBIT Global Conferences

4th March, 20:00, Gallery Herrenhausen

› CEC - CeBIT Executive Club

Convention Center

Workshops Partner Country Turkey

WEDNESDAY, MARCH 2, 2011

14:00 - 16:15, Convention Center, Room 16

FINANCIAL IT

THURSDAY, MARCH 3, 2011

14:00 - 17:00, Convention Center, Room 11

MOBILE APPLICATIONS

FRIDAY, MARCH 4, 2011

14:00 - 16:30, Convention Center, Room 1

CLOUD COMPUTING

Turkey – young and productive

Turkey is demanding its place in a changing digital world – not as an importer, but as producer of solutions to be presented to the world. **Murat Yaçıntaş**, President of Istanbul Chamber of Commerce, the organizer of Turkey presentation on the future of a young country.

INTERVIEW: HANS GÄNG

› What are your expectations for CeBIT 2011?

We decided quickly to be a Partner Nation in CeBIT 2011 and began working immediately. But we have significant experience in this area as the largest chambers of commerce and one of the five largest chambers in the world. We successfully organized Turkey's participation as a partner nation in two large fairs held in Germany within four years: the Hannover Industry Fair and the Anuga Food Fair. So we are used to working quickly and thoroughly, and we tend to be successful in these efforts. When we applied for Turkey to participate in the CeBIT Fair as a partner nation, we acted on a very important reality: the information and communication technology industry is one of two industries in Turkey with fast growth, despite the global crisis. The young population of our country actively utilizes the opportunities of the informatics industry. In our country, where the number of Internet users has reached 40 million, we rank fourth in the world in terms of Facebook use. This offers us an important insight into the types of jobs types that will be available in the coming years. This is why CeBIT Hannover was the right platform for the Turkish informatics industry to open up to the world.

› What is the focus and introduction platform of Partner Nation 2011?

We have two different focal points in our Partner Nation events. The first is to accomplish the introduction and promotion of our industry in whichever area we participate. The second is to hold cultural and traditional events that en-



“Turkey is no longer a nation that imports information and communication technologies; it has evolved into a country that produces, develops and presents to the world.”

hance Turkey's general image. We will use this same method at CeBIT. First, we will introduce the Turkish informatics industry with all of its perspectives.

In particular, we will lead the way for our companies that produce technology and innovation to establish new markets and new partnerships. In or-

der to do this, we will organize industrial committee formations and matching programs for our participating companies. Similarly, events will also be held for foreigners to become familiar with the Turkish informatics industry. Just like our automotive, subsidiary industry, textile and tourism sectors, which are known all around the world, we will show how our informatics industry has evolved to all who are interested. I believe that with the CeBIT 2011 Partner Nation Turkey event our country will pass yet another very significant milestone in its technological journey. This year will be a turning point in every sense of the word for Turkish informatics companies.

› On the topic of information and communication services and industrial education, what role do you think Turkey and especially Istanbul, which is at the center of the world, will play?

Turkey has great investments that have been initiated, especially over the last period, in the area of information and communication technology. With these investments, I believe that we will be among the nations that are most discussed in this industry, in a very short time.

The primary factors that will carry Turkey to the top spots in the information and communication technology league are our young and qualified workforce, advances made in the informatics industry, social change projects based on information and communication technologies, and governmental support provided in the



investments of research-development and technology. At the same time, the success that the businesses in Turkey have had in terms of integrating information and communication technologies into their business processes is our biggest advantage. Now, Turkey is no longer a nation that imports information and communication technologies; it has evolved into a country that produces, develops and presents to the world. Especially in terms of software development, I believe that Turkish entrepreneurs have become equals with many of their colleagues around the world. The first thing that comes to mind with Turkey is Istanbul, because it is both a bridge between civilizations and one of the world's biggest commercial centers. With these characteristics, it is natural that Istanbul is Tur-

key's most important center in terms of today's information and communication technology area, as well. We, as the Istanbul Chamber of Commerce, consistently support companies, in all sectors, that are active in Istanbul and throughout Turkey in the field of information and communication technology. Of course, from our perspective, the most important factor allowing us to look to the future with hope is our young population's interest and passion in informatics technology. Again, in Turkey almost every university offers associate, bachelors and graduate programs geared towards information and communication technologies education. Additionally, there are hundreds of private education institutions that offer instruction in the field of information technology.

› **What is your personal opinion on the future of "cultural identity" and "cultural values", in terms of providing supranational communication opportunities in the new world order defined as "Flat World"?**

Let me first state that it is impossible not to agree with the truth of the thesis expressed by Thomas Friedman. It is true that, in a global world, nations are now moving closer to one another. World trade is turning into an arena where all competitors have equal opportunity. In an environment like this, cultural identity and values are increasingly more important. As you know, the "flat world" approach emphasizes that historic and geographic differences grow gradually more indistinct. Truly the world moves as if it is geographical-

ly one nation. Borders are virtually disappearing, and the flow of information is centralized. Yet, as globalization increases, locality also becomes key. As it is, today there is research conducted on the lives of small communities whose names we did not even know before. People want to have more information about their own cultural identities. People who travel want to stay in places that carry local motifs; they want to taste local flavors and get to know local cultures. Our generation's approach is to market local values on a global scale to generate economic profit.◀

CONTACT

Istanbul Chamber of Commerce

www.ito.org.tr

ICT with double-digit growth

Annual growth over 10% set to continue. The market for information and communication technology (ICT) in Turkey gained solid momentum in recent years. Combined sales growth between 2005 and 2009 was 14% on average. Telecommunication comes up for about two thirds of the sector's turnover, roughly 27.5 billion US-Dollars in 2010.

TEXT: DR. MARCUS KNUPP GERMANY TRADE & INVEST



© Photos: CeBIT Bitisim

ICT-equipment within Turkish households (in %)

Device Type	2005	2007	2008	2009	2010
Desktop Computer	11,6	24,0	28,1	30,7	33,8
Portable Computer	1,1	5,6	9,1	11,2	16,8
Gaming console	2,9	3,7	3,9	3,7	3,1
Printer	-	9,7	12,1	12,4	13,9
Scanner	-	3,5	4,5	3,4	3,5
Fax	-	1,2	1,1	1,1	1,1
Multifunctional Device (Printer/Scanner/Fax etc.)	-	1,3	1,1	1,6	2,5
TV	97,7	-	-	-	-
DVD-Player	-	40,6	42,6	42,7	40,6
Landline	-	72,7	68,4	61,9	56,1
Mobile phone	72,6	87,4	88,1	87,6	90,5
Digital camera	-	16,9	20,0	20,4	23,8

Source: Turkish Statistical Institute (Türk İstatistik Kurumu, TÜİK)

New services and falling prices for basic equipment steadily attract new customers. The proportion of Turkish households owning a personal computer climbed from 11.6% in 2005 to 33.8% in 2010, according to data from the Turkish Statistical Institute. Even more impressive is the development in portable computers: The share of households possess-

ing laptops rose in the same time from a mere 1.1% to 16.8%. Projections expect growth averaging a further 10% per year in the near future.

In 2010 Turks bought about 1.3 million computers, hardware taking the biggest share out of the 5.6 billion US-Dollars spent on information technology. Per capita expenditure, though, still stays

below the levels reached in Western Europe and some Eastern European countries, leaving room for further increases. Multinationals like Microsoft or HP have discovered the potential not only of the Turkish market, but also of Turkey as headquarters for a wider region encompassing Eastern Europe, Central Asia, the Middle East and parts of Africa.

TELECOMMUNICATION MARKET

Telecommunications in Turkey got a great push in 2009 when services using third generation mobile communication technology (3G) were introduced. Together with number portability made possible in late 2008 competition between the three network providers Turkcell, Vodafone and Avea increased markedly. With about 62 million mobile phone contracts the rate of penetration has reached 85%, by far surpassing the number of fixed line customers, which is actually shrinking and stood at a bit over 16 million in late 2010.

More computers and more smart phones mean a constantly growing

number of Turks have access to the internet. Again according to official statistics the proportion of households connected to the world wide web more than doubled from 19.7% in 2007 to 41.6% in 2010.

TURKISH COMPANIES GO ONLINE

Most businesses in Turkey are online today. Of all companies with ten or more employees in 2010 over 92% were equipped with computers and 90.9% stated to use the internet. Important types of use include online banking and obtaining information from official sources and institutions. Slightly more than half of the companies present themselves in the internet. Whereas the proportion of companies with an own website is only 48% among smaller businesses with up to 49 employees, large companies with more than 250 employees expectedly are almost completely represented online. The presentation of product catalogues and price lists is pronounced the prime reason for a web presence. <

The advantage of youth

IT-cooperation between Turkey and Germany has a big potential. Turgut Gürsoy, President of the Turkish Informatics Industry Association TÜBISAD, the partner of Germany's BITKOM on the digital future of Turkey.

INTERVIEW: HANS GÄNG

› What is your expectation from the partnership with BITKOM this year? What will be the highlights of CeBIT?

TÜBISAD has signed a Partner Country agreement with BITKOM who presents German Informatics Industry, for the purpose of accelerating business abroad and increasing recognition of the Turkish technology companies. Within the framework of the agreement, which we signed with BITKOM, we'll be organizing many activities during 2011. With the cooperation we made, Turkish companies will get the chance to develop closer relations and

have companies that could contribute to Europe in these areas. The Finance sector developed rapidly and healthily in Turkey and uses the utmost advanced information and communication technology. Telecommunication companies established in Turkey are using the utmost advanced technologies too and offer advanced applications to users. Our companies can make cooperation of high efficiency. With this cooperation, Turkey, Germany, Europe and countries around Turkey can carry out profitable businesses. Important regulations concerning investment environment in Turkey are carried out. R&D law and

established in Turkey are using the utmost advanced technologies too and offer advanced applications to users. Our companies can make cooperation of high efficiency. With this cooperation, Turkey, Germany, Europe and countries around Turkey can carry out profitable businesses. Important regulations concerning investment environment in Turkey are carried out. R&D law and Technology Developing Regions law are the most important two examples. With these laws, important advantages on tax grounds are brought for firms which desire to invest in technology sector.

› Where do you see the areas of cooperation between the industries of the two countries?

Turkey has a young and large population. According to the recent data, 50% of our population is under 30 years-old. There are approximately 17,3 million students in Turkey. Turkey is a country rich of educated young human resources. For the transformation of educated labor force into personnel with the qualities required by informatics companies or for these young people to reach the level where they can establish their own businesses; more intense education activities are needed in this field. On one hand, it is an advantage that youth encounters and mingles with computers and mobile devices at younger ages, but on the other hand it is not enough. Besides, not to forget that Turkish people have talent for fast technology adaptation and usage. We know that our youth will become qualified human resources for the informatics sector after receiving formal and informal educations and employment problem of Turkey will be thereby solved. To achieve this success,

"Turkish companies have achieved important successes in areas where creativity is the priority and large investments and big organization are not needed."

introduce themselves better in many German and European countries. As cooperations develop, Turkish companies may have the opportunity to open offices in Germany and from there they'll expand to Europe. On 1st March 2011 when CeBIT makes its opening, we'll hold a press conference and the Turkish-German ICT Summit. During CeBIT, 3 more workshops will be held and a Turkish Night will be organized.

› Where do you see the areas of cooperation between the industries of the two countries?

Turkish companies have achieved important successes in areas where creativity is the priority and large investments and big organization are not needed. We

Technology Developing Regions law are the most important two examples. With these laws, important advantages on tax grounds are brought for firms which desire to invest in technology sector.

› Where do you see the areas of cooperation between the industries of the two countries?

Turkish companies have achieved important successes in areas where creativity is the priority and large investments and big organization are not needed. We have companies that could contribute to Europe in these areas. The Finance sector developed rapidly and healthily in Turkey and uses the utmost advanced information and communication technology. Telecommunication companies



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we think that it is necessary to take a series of precautions from revision of the education system to awareness raising for the youth and companies of the sector that we represent, and educational activities.

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The New Tunisia

→ The revolution in Tunisia was also organized in the Web. Numerous media have been talking about the first e-revolution. To a growing extent the internet has an impact on everyday lives and in particular on the economy.

TEXT: LAMIA BOUFAIED FIPA TUNISIA

The new generation of Tunisians is fully networked. The telecommunication density of 98.8 connections per 100 residents speaks for itself. More than 20% of the population has a Facebook account. Also the people protesting against the old repressive regime organized themselves with the help of social media platforms such as Facebook or Twitter and kept themselves informed via appropriate blogs. Eventually the powder keg was sparked in the internet. Tunisia's revolution happened in the Web. Long before the Western media woke

up, the freedom movement started on the streets and in the internet. In the Internet, which had been censored already before, more sites with a critical attitude towards the regime were blocked and bloggers arrested. At a time when print and online media still discussed dioxin-contaminated eggs and swine flu, Facebook was developing into the single information exchange. There was no limit to the young people's creativity: Protest videos, Free Tunisia fan pages, profile pictures of Che Guevara and the Tunisian flag or the anonymous avatar ex-

pressed everything what would have put anyone in mortal danger on the street. By necessity, the first Western expressions of solidarity with the protesting Tunisians came from the internet community. Welcome to the 21st century!

A BLOGGER BECOMES STATE SECRETARY

Among the arrested bloggers was Slim Amamou (a type of star blogger – today he is the State Secretary for Youth Affairs in the interim government). To see one of their cyber mates behind bars for

expressing his liberal attitude earned him supporters all over the world. Information from Tunisia was passed on and transferred in blogs and via Twitter and Facebook. This was done not only to keep the world posted but also to support the human right to freedom of opinion.

The protest wave in Tunisia started with the self-immolation of a jobless academic in an economically weak area in the interior of the country on 17th December 2010. The mobile phone videos from an area not known to the world

before went around the world. According to the UN, more than 200 people died in the protests. Fellow Tunisians see those people as martyrs. But in the end it was the entire people, "El Schâab" in Arabic, freeing itself by toppling the mighty regime in an effort that was in parts spontaneously coordinated in Facebook and Twitter or by SMS.

TUNISIA'S MOST IMPORTANT RESOURCE - ITS PEOPLE

The majority of protesters who brought down Ben Ali on 14th January 2011 were business people, doctors, lawyers, judges, professors, students and engineers. Liberal, well-educated cosmopolitans, who knew how democracy works from their time spent abroad. This broad middle class is very interested in maintaining a stable and safe Tunisia because its members have been able to achieve a relatively high standard of living. Beyond its special affinity to the new media and networking, Tunisia has a number of exciting advantages to offer in the information and communication sector. Tunisia's geostrategic location means that for historical reasons people are more familiar with foreign languages than in other countries in the region. Along with Arabic and French, English and German are also popular. Offshoring investors were attracted

with tax-exemptions, and competitive labour costs are bringing in reputable international companies from the BPO, ITO and R&D sectors (Teleperformance, Orange, hp, HR Access, Fidelity, Continental, Leoni, Siemens, Pfizer, ... and just recently EADS).

GROWING IT SECTOR

Tunisia's IT and telecommunication sector is continuously growing and becomes more and more attractive, especially for Western European investors. As an offshore location Tunisia is the first choice not only for cost considerations. The outsourcing of projects in the business process operations and IT sectors is supported by the large pool of western-orientated, skilled labour and the, on the whole, very technophile climate in Tunisian society. Compared with all other North African and East European countries, Tunisia's IT infrastructure is at an above-average level of development. The country has been reporting growth rates of above 5% for more than 15 years. Renowned economic experts see an additional growth potential of 1-2 percentage points in the country, if the New Tunisia manages to eliminate corruption and create transparency.

The German FIPA (Tunisia's Foreign Investment Promotion Agency) of-



Tunisia's IT sector is continuously growing and becomes more attractive, especially for western Investors.

fice spontaneously received a lot of very positive feedback by founders and project managers after the upheaval. These companies are sure they have made the right decision and will hang on to Tunisia as a future location. The situation in Tunisia has already been stabilised and is returning to normal. This is also the result of a quick poll by the German Chamber of Foreign Trade in Tunis with German companies in Tunisia.

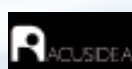
By staging the Jasmine Revolution, the people of Tunisia have built a solid foundation for the irreversible process of democratisation. This will without doubt have positive repercussions for all areas.

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ITALIAN ICT at CeBIT 2011
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Italian Trade Commission





© Photos: Mahindra Satyam

Global Delivery for Global Growth

→ The world is growing together and the demand for comprehensive IT solutions is constantly increasing. Being one of the pioneers of the “Global Delivery Model”, Mahindra Satyam has become a leading ICT-company providing top-class business consulting, information technology and communication services. C. P. Gurnani, CEO of Mahindra Satyam, speaks about his company’s growth areas, the importance of SME and his view on globalization.

INTERVIEW: ESAD FAZLIC

› From the business viewpoint, Mahindra Satyam is well positioned in Europe. Around 30 percent of your company's turnover is generated here. What kind of challenges are in your opinion still to be mastered?

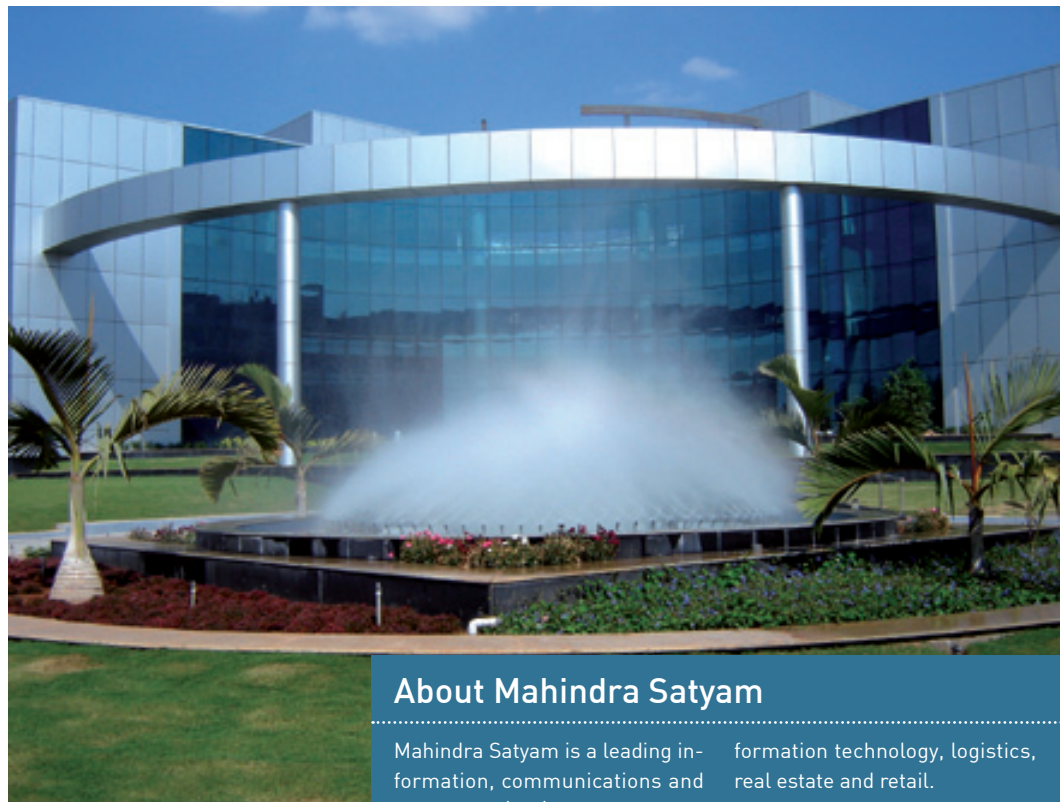
With Europe, over the short term, one would be keenly observing how the economy recovers from the jolts suffered in the recent past. We would like to think that the worst is behind the economic challenges and that the way forward would be lot smoother. From an IT services perspective Europe is certainly a very distinct geography with its diverse cultural and language mix, delivering to which is obviously a bit more complex. However our learning's from several years of operating in this region has given us the requisite experience to cater well to the market needs of Europe.

› What are your main growth areas? Is there a difference between Asian and European demands?

We are seeing traction across multiple verticals. I would say that Europe is obviously a much bigger market for us and that the average deal sizes emanating out of Europe would be larger than those seen in the Asian region. We do notice that things are changing in Asia too as the economies there are growing and creating new corporate giants whose demands are as large and global as any of their peers in Europe or America.

› Your company's client list includes many big corporations. What about SME? Is Mahindra Satyam targeting them as well?

While we have predominantly built our business on delivering quality work to Fortune/Forbes listed customers across the globe, we also serve SME's in various markets. We believe that going forward new technology models such as Cloud/SaaS would play an important role in helping meet the special requirements of this segment and we



About Mahindra Satyam

Mahindra Satyam is a leading information, communications and technology (ICT) company and is part of the \$7.1 billion Mahindra Group, a global industrial federation of companies and one of the top 10 business houses based in India. The Group's interests span automotive products, aviation, components, farm equipment, financial services, hospitality, in-

formation technology, logistics, real estate and retail.

Mahindra Satyam's development and delivery centers are located in the US, Canada, Brazil, the UK, Hungary, Egypt, UAE, India, China, Malaysia, Singapore and Australia. The company has numerous clients, including several Fortune 500 companies. www.mahindrasatyam.com

are investing in developing our technology capabilities in these very areas for increasingly catering to these segments through innovative platforms and delivery models.

› How important are social and political conditions for a globally operating company like Mahindra Satyam? Do you see any interesting developments?

We are definitely witnessing the relentless march of globalization that has brought far corners of the globe so much economically closer together. Closer to home we have been seeing the increasing economic might of India and China in the global economy. In the process we are also witness to rapid societal changes and a blending of ideas and cultures. For example in India we have been seeing so much more of entrepreneurial talent and risk taking capacity, especially in our own industry, come to the fore in the past decade or so.

› How is your company connected to the "Global Delivery Model"?

I would say we are one of the pioneers of the global delivery model and have been using it very successfully for many years in engagements with several of our esteemed clients. We call it the "RightSourcing Model" by which we use the correct mix of onsite, offshore and near shore locations to give the best value to our clients.

› Is everything in your company done in-house or does Mahindra Satyam also outsource to external workforce?

Essentially we do a large component of the work in-house but also tap into

some of our partners for specialized help or to meet short term fluctuating demand requirements.

› The war for talents is still prevailing. How can a company find and hold the right talents?

In our business talent is the key driver to serving our customers well. We realise that for a company in our space it is as critical to be employee centric as it is to be customer centric. We are constantly engaged with our associates, as we call our employees, in seeing how we can keep them highly motivated to deliver value to our clients while also helping meet their career aspirations and goals. <



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Emerging Asia

The annually released A.T. Kearney Global Services Location Index confirms the dominant position of Asia within the outsourcing service sector. While India once again defended its leadership, other Asian countries are rapidly catching up. In the following, an introductory overview of five Asian outsourcing destinations.

TEXT: ESAD FAZLIC

India

Having started as a back-office for busy software companies and contact centers from industrialized nations, India has become a world-wide recognized destination for comprehensive IT-services. Today, India is the most mature and established offshore nation. The all-around destination is able to provide manpower for any type of offshoring activities. Six Indian cities are regularly found among the Top 10 outsourcing locations. Being backed-up with more than 500,000 technical graduates annually, India is the undisputed leader

in all fields of offshore services, including both business process and information technology outsourcing (BPO /ITO) as well as voice services. India's human resources are highly skilled and compared to Western countries quite affordable. However, the wage level for highly-educated specialists has increased in recent years, due to the fact, that India's economy is



growing rapidly.

Nowadays, big Indian companies, such as Infosys, Wipro or Mahindra Satyam are also pursuing their own R&D activities, wherefore they can't be seen as mere service providers, but instead as dynamic and ambitious global players, moving up the value chain. <

China

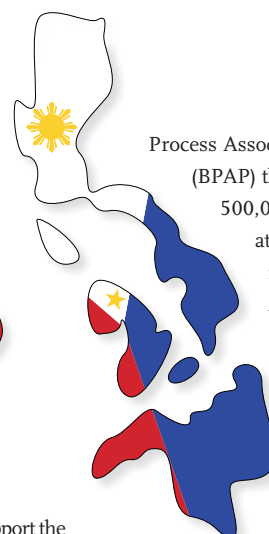
Western companies looking to outsource to Asia, mostly still have a simplified view on division of labor. While manufacturing jobs go to China, services are preferably outsourced to India. For the IT-sector that means: Hardware in China, Software in India. This statement may still be valid somehow, but same as India, China's economy is moving forward. In terms of outsourcing services – English voice services excluded – China is ambitiously trying to take on the market leading neighbour, and it seems that it is paying off. According to the Ministry of Commerce, in 2009 China's service outsourcing companies more than doubled to over 9,000 from 2008. Meanwhile the number has surpassed the 10,000. A KPMG report predicts that China's service outsourcing market is expected to grow at an annual rate of 26% to \$43.9 billion by 2014 as demand continues to in-



crease. The KPMG study also found that more than 40 per cent of the respondents said their companies have already set up one of their shared services centres in China. Though it will take some time until China's services companies can be compared in size or expertise with their Indian competitors, more and more companies achieve high-level certifications for certain customer needs. Furthermore IT cluster projects were successfully established in several cities, such as Tianjin, Dalian and Chengdu. The capital of China's province Sichuan has built up an impressive tech park. Many internationally operating companies have already set up their offices within the uprising IT cluster. Even Wipro, TCS or Infosys consider Chengdu as an important IT-hub for future operations, as they have also set up their branch offices there. <

Philippines

The Philippines are among the world's top destinations for BPO and are employing around half a million people in this sector, generating more than \$9 billion in revenues in 2010. The country's outsourcing industry is growing fast and due to a long-established tradition of providing call-center support the world's No.1 destination for BPO voice services. (The Philippines have overtaken India in terms of revenues according to Everest Research in 2010). Hardly surprising, that call-centers still make up the majority of the country's operations. The dominant position in South East Asia is supported by a skilled labor workforce. According to the Business



Process Association Philippines (BPAP) the nation produces 500,000 college graduates per year across a range of disciplines. As one of few Asian countries, the number of English-speaking college graduates is very high. The capital Manila and Cebu City are the country's outsourcing flagships and also regularly to be found among the top destinations for outsourcing and offshoring services. <

Malaysia

Malaysia is known to be a premier outsourcing destination. This fact is almost annually confirmed by the A.T. Kearney Global Services Location Index, which ranked Malaysia for 2011 as the third most attractive destination for Shared Services and Outsourcing. Main growth areas are BPO, Systems Integration and IT Consulting, while the financial service industry is also becoming more important. A large number of multinational corporations have a presence in Malaysia. The Royal Dutch

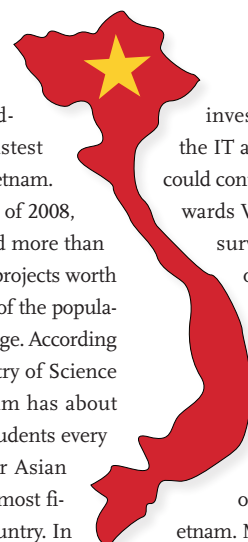


Shell Group runs a global IT support center, DHL has located its regional IT hub for the Asian-Pacific region there and HP is running two data centers. Additional companies include: Intel (with 8,000 employees in Malaysia, including 1,500 in R&D), Ericsson, BMW, Nokia, IBM, Fujitsu, to name a few. Malaysia is well positioned and will most probably remain a key contender and a future destination for high-value services thanks to stable government, a highly skilled talent pool and competitive costs. <



Vietnam

Vietnam is one of the major emerging markets of the ASEAN region and considered to be a dynamic nation with great outsourcing potential. The IT-sector is considered to be one of the fastest growing industries in Vietnam. From 1995 until the end of 2008, the country had attracted more than 300 foreign-invested IT projects worth US\$2 billion. Over 60% of the population is under 30 years of age. According to a report by the Ministry of Science and Technology, Vietnam has about 3,000 to 4,000 new IT students every year. Compared to other Asian nations, Vietnam is the most financially competitive country. In order to promote the development of the ICT industry, the government is offering many incentives to foreign investors. If the government continues



investing in and encouraging the IT and IT services industry, it could contribute from 8% to 10% towards Vietnam's GDP by 2020. A survey of the world's top 100 outsourcing cities by Tholons has ranked Ho Chi Minh City, at number six in the emerging city's list. Together with Hanoi the two cities account for over 90% of the outsourcing revenues of Vietnam. Many multinational corporations such as Bayer, BP, Cisco, IBM, Intel, Microsoft, NEC, Oracle, Sony or Toshiba have all reportedly outsourced IT related work to Vietnam. <

A Tour de Force

.....> Acellere is a new age startup. It offers software services and software based solutions that use an in-house development and analytics platform. The founding team is multinational comprising members from India and Germany. They are alumni of marquee firms like Infosys, Cisco, Nortel, Deutsche Telekom and Autodesk. Vishal Rai, founder and CEO of Acellere, speaks about his motivation and the current performance of this aspiring startup.

INTERVIEW: ESAD FAZLIC



have observed in the last couple of years that the quality of software services being delivered to the customers has deteriorated alarmingly. These are early symptoms that the current model is falling apart and is at its tipping point. If nothing is done about it, we will eventually reach a point, wherein either the current model of software services will break or become exorbitantly expensive. Unlike the hardware industry, which has reached the classical industrial model of predictability and standardization in delivered quality, software services industry is still stuck in the stone ages. We in Acellere are thus embarking on a journey to address this challenge. We have launched a services firm, which delivers world class software to our customers, leveraging advanced technology at the core of our service delivery.

› **Why did you choose to form the company in Germany and not in United States or India?**

One of the fundamental value propositions of Acellere is that our service

have been able to offer it in entirety. This is proven from the fact that the market share of current offshore players is still abysmally low as compared to their overall revenues from this market. Hence besides the fact that I was working in this market when I was with Infosys (my previous employer) and the formation of the company in Germany by that logic, I feel that Europe offers us an engaging platform to validate and deliver services leveraging our industrial model.

› **How have you performed so far?**

I think as a team, we have performed admirably well for a startup. Since we launched our full scale services, 16 months ago, we have seen great demand for both, our classical software as well as our platform based (subscription model) services. Leveraging our platform based service coupled with our classical software services, we are helping our clients reduce their software maintenance costs drastically and to improve their return on software investment. I think we have struck a chord with our clients. This is reflected in our 100% annual growth and in the business value they are availing from our services. We are on track to reach our first million dollars in annuity revenue, this financial year. We already have 15 clients in Europe. All our clients are industry leaders in their own field and some of them are in the top 150 in the Fortune 500 list of companies. Our services are used across all industry domains including Banking and Financial Services, Telecoms, Defense, Manufacturing, Retail, Media, Energy and Utilities.

› **Can you tell us a little bit more about your platform?**

One of the challenges in the software services industry today is that the quality of delivered software is highly dependent on the developer's skills. Even well written standard packages like SAP need to be configured or customized for every corporate and that is people dependent today. This problem is going to get worse in the coming days or the good developers are going to get very expensive. On the contrary the hardware industry has overcome this challenge by designing processes and systems, which if followed, guarantee uniformity and predictability in the quality of the output. Taking a cue from the hardware industry, we are designing our platform based on which we can offer similar levels of predictability and quality in our services to our customers. There are various ways of approaching this problem but our primary way of tackling it is from the root level of any system – source code. Currently our platform is supporting services for applications build on procedural languages, object-oriented languages, mid and main frames, SAP systems, web based and old ADA systems. to our customers in particular and raise the software quality bar in the services industry in general.

› **Where do you see Acellere five years from now?**

Let me try and answer the question in a different manner. I feel that if we are able to sustain the momentum internally, in terms of our research and development, and externally, in terms of customer engagement, with the same passion as we are today, we will become a tour de force. <

“Our services are used across all industry domains including Banking and Financial Services, Telecoms, Defense, Manufacturing, Retail, Media, Energy and Utilities.”

› **Vishal, could you share with our readers the motivation of founding Acellere?**

Acellere is a mission to improve the quality of software services, delivered today in the market and to take it to a truly world class level akin to that seen in the hardware industry. Having worked in the software services industry for over a decade, I

model has been crafted, keeping the European context in mind and the expectations of European customers. Even though the market for software services here is over 300 Billion Euros annually, it is highly fragmented. This market still needs a global services model, which is tailored to its unique needs and none of the current players

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➤ A decade ago only few people in Europe knew exactly where Ukraine was situated and what kind of country it was. Even those who heard about Ukraine still associated it with communism and Russia. Today it has already proven to have a great R&D and IT outsourcing potential as well as readiness for innovation. So, what makes Ukraine a great place for the German speaking markets to transfer their high-tech solutions and business processes?

TEXT: ANDREAS GANSWIND CIKLUM

© abaransk/flickr

Ukraine is situated in the very center of Europe and in just one time zone away from Germany, Switzerland and Austria. A direct flight from Berlin to Kyiv makes just a couple of hours.

Ukraine has very close historical links with the German speaking region, too. By the 19th century a large (Western) part of Ukraine was integrated into the Austro-Hungarian Monarchy and remained under Austro-Hungarian control until the beginning of the 20th century. Thus, Ukrainians acquired a lot from the German speaking cultures. Today, one of Ukraine's key priorities

is integration into the European Union and the country's government is putting a lot of efforts into reaching this goal: reforming legislation and economy, raising living standards, upgrading infrastructures. Ukraine of 2011 is a far cry from Ukraine of 2000 and years before. Additionally, Ukrainian cities have "sister" cities in the German speaking region with whom they share and exchange cultural, business, and educational accomplishments. For instance, Donetsk is a partner city to Bochum, Kharkiv – to Nürnberg, Kyiv – to Leipzig and München, Odesa – to Vienna etc.

highly educated human capital as well as the existence of considerable IT-infrastructure in specific areas deployed in many Universities, research centers and institutions.

There are a lot of famous Ukrainian Universities such as Kyiv National Technical University, Kharkiv National Polytechnic University, Donetsk Institute of Artificial Intelligence and other educational centers that adopt an innovative approach for IT specialists' training and generally contribute to the growth of a new prospective generation of young IT professionals. According to the 2009 Rating of Ukrainian universities, 103 higher education institutions educate and train ICT specialists in Ukraine. Currently, Ukrainian IT outsourcing industry employs 20,400 IT specialists, according to the Central and Eastern European ITO Review 2010.

As per the 2006 Brainbench Report, Ukrainian software engineers have received the 4th highest number of cer-

tifications of any country in the world, following the US, India and Russia. Ukraine manages to feature in the top five countries in as many as 27 technical skill categories out of a possible 30. Ukraine's long-lasting aspiration for technological excellence has finally been rewarded. It ranks 1st among all CEE countries and 11th among the world's Top 20 leading countries in the area of ITO and high tech services, according to the 2010 Global Services 100 list.

Many German, Austrian and Swiss companies, attracted by Ukraine's vast IT talent pool and overall IT market maturity valued at almost \$1 billion, have already recognized its technological potential. Among them are some of the biggest German and Austrian banks and numerous other industries' actors. This obviously marks Ukraine's creditworthiness and quality in terms of outsourcing, innovation and business collaboration. <

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EXCELLENT R&D CAPACITY AND TECHNOLOGY EDUCATION

Back in the USSR times, Ukraine used to be a scientific and technological back office and "idea generator" of the whole country. Thanks to this heritage, the main strengths of today's Ukrainian ICT research organizations are in the

Next Stop: Brazil

→ An important IT investment hub, Brazil's southern region is a privileged location in relation to Mercosur, with a strong business inclination for trade and services. **BITS - Business IT South America**, a CeBIT event, which will have its first edition in Porto Alegre from 10 to 12 May 2011, will give both visitors and exhibitors the unique opportunity to get together and to develop business channels and establish new partnerships.



©manhattan/flickr

A high-level meeting for those who seek significant results either as exhibitors or visitors. This is BITS. A CeBIT event, that will provide three days filled with many business and learning opportunities and possibilities. Buyers and sellers from abroad are being invited to come, thus increasing the growth potential for several brands. And more, BITS will feature the German and other International Pavilions, which will further strengthen the global character of the event.

BITS was conceived to encourage full immersion in digital business, allowing both exhibitors and visitors to take full advantage of this unique opportunity. It is a great occasion to offer products and services, establishing partnerships, expanding networks, choosing reps and distributors, and developing channels.

And more: Take advantage of lectures presented by experts who foresee the new trends.

The first edition of BITS will take place in Porto Alegre, in which more than 65% of the city's GDP comes from the trade and services industries. Andreas Gruchow, member of the Deutsche Messe board, stresses the importance of having the trade fair in Rio Grande de Sul's capital city, Porto Alegre. "It boasts modern infrastructure, which attracts considerable investments, besides being home to three technology clusters (APLs), which are in turn active drivers of innovation, research, and development.

AN EMERGING MARKET

Deemed strategic by the Federal Government's Production Development

Policy (PDP), the software and IT services market prides itself on its continuing evolution and it is now seen by many companies as a critical part of their business management strategy. According to research, it is estimated that IT investments in Brazil will grow in average 6.9% annually, generating a US\$ 16.5 billion revenue for the country in 2010 alone. The figures shown by Brasscom - Brazilian Association of IT and Communication Companies, confirm the importance of the industry and its contribution to the country's economy. With US\$ 140 billion generated in 2009, the IT sector boasts a 6-8% growth above the Brazilian economy, and accounts for 7-8% of the Gross Domestic Product (GDP). According to data from the IDC Consultants report, the industries demanding the most IT

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services were trade, utilities, health, and insurance. Finance, government, and telecommunications maintained their investment rate. The IDC report shows that large corporations are keen on implementing systems to improve visibility, monitoring, businesses, processes analyses, innovation, and results. "Faced with this extremely positive scenario, we are very optimistic in regard to South America's potential, and we hope that BITS will be the meeting venue for IT professionals and executives from the whole region", adds Andreas Gruchow. <

Between Munich and Armenia

› After studying software engineering at Fontys University of Applied Sciences in Venlo (Netherlands) Bastian Epskamp opted to do a combined work-study Master's degree in management. So he is both a student and an employee at **Cloud Factory**, a provider of cloud computing solutions. The particular feature of this development process is that **his team is not in the next room but 4,000 kilometres away in Armenia.**

TEXT: FABIAN DIRKS
STEINBEIS UNIVERSITY BERLIN

Bastian Epskamp, a Master's student at Steinbeis University Berlin (SHB), shuts his laptop, finishes his coffee and looks out of the window, feeling a little drained. It's been another very late night and Munich, the Bavarian metropolis, is already fast asleep. Epskamp has spent the last few hours guiding his Armenia-based team of developers through some material and discussing with his Eurasian colleagues how best to proceed with the next release of their new piece of software engineering. Of course he is tired after such a long working day. "But also in a positive sense. At the moment I cannot really see myself in a regular 9-to-5 job."

ference in the following two years", Bettina Rominger, CEO of SAPHIR Deutschland GmbH, provider of HR services to Steinbeis University Berlin, explains. "Our postgraduate management degree is of particular interest to graduates in these disciplines, because it gives them the opportunity of moving up the executive ladder in addition to a rather technical career."

PRACTICE-ORIENTED APPROACH

This prospect also appealed to Bastian Epskamp – and to his new employer, who recruits new, motivated young professionals via Steinbeis. "In contrast to universities of cooperative education, which frequently have 3-month tuition-only blocks, the employee works for us practically full-time", Florian

"The combined work-study degree course at Steinbeis University is just excellent."

Whilst studying for his Bachelor's in the Netherlands, Epskamp completed an internship in Sydney. He wrote his dissertation on the subject of "cloud computing" at a start-up company in Panama. Despite gaining all this international experience, Epskamp opted to return. "The idea of working abroad is very appealing, but the educational opportunities in Germany, such as the combined work-study degree course at Steinbeis University, are just excellent." Once back in Germany, he was soon spotted by the SHB recruitment team and asked if he wanted to apply to do a Master's degree at one of Germany's largest business schools. "IT specialists and engineers in particular have a great chance of being accepted to our Master programs. However our key criterion is that applicants not only have a good university degree but can also convince us that they really want to make a dif-

ference in the following two years", Bettina Rominger, CEO of SAPHIR Deutschland GmbH, provider of HR services to Steinbeis University Berlin, explains. "Our postgraduate management degree is of particular interest to graduates in these disciplines, because it gives them the opportunity of moving up the executive ladder in addition to a rather technical career."

Goette, CEO of Cloud Factory GmbH, explains. Furthermore the essential point of Steinbeis' so-called Project Competence Degree is that theory is transferred directly into everyday business practice – an approach leading to successful projects. "The strategy and project planning seminars were of direct benefit for my German-Armenian project. Topics such as employee development are perhaps something to bear in mind for the future", he says with a grin - and perhaps with one eye on his future as an executive. At any rate he will have all the education needed for his career in one year's time. <

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Setting the Right Impulses

Hannover has plenty to offer: highest quality of life and an excellent environment for the daily work. Renowned universities, international trade fairs. Strong high-tech industries. Around 1.2 million people live in one of the state-of-the-art locations in Germany. An ideal place for research, development and production, right in the heart of Europe.

TEXT: HANNOVERIMPULS

According to a company survey (September 2008), which assessed 29 location factors, Hannover secured second place mainly because of the transport infrastructure and connections, the quality of its universities, and the generous green spaces. Other important criteria include location costs and the cost of living, the diversity of business sectors in the area, the highly qualified workforce, and the good quality of life.

RELOCATION IN HANNOVER

In order to support relocation projects of companies, hannoverimpuls offers a range of attractive services. Our target: Avoid risks upon entry to the market from the start and support our customers for the relocation optimally, individually and unbureaucratically. To put it another way: our job consists in simplifying the way to a successful business establishment in Hannover as much as possible.

hannoverimpuls offers companies a comprehensive support through all phases of the relocation process. The relocation- and start-up competition "Plug & Work" supplies assistance by rent-free office-, production- and laboratory space as well as individual support in order to establish quickly and uncomplicatedly in Hannover Region, whereas the consultancy offer ProMAP aims at an optimal preparation already before entry to the market. The relocation support is completed by an offer for optimising sales and marketing processes, GeMS.

PROMAP – PRODUCT MARKET ANALYSIS AND PLACEMENT

The basis of successful expansion is comprehensive and careful strategic planning. Offering substantial assistance to small and medium sized companies by market investigation and product analysis is ProMAP's goal. Together with specialists and decision-makers in

companies a business strategy is developed to form a solid foundation for the subsequent implementation.

GEMS – GERMAN MARKETING & SALES SOLUTIONS

GeMS offers foreign high-tech companies support in the operational implementation of their marketing and sales activities in the German market by outsourcing sales professionals. The activities can range from small-scale sales activities, determining important key customers, setting up an in-house distribution department right up to long-term sales partnership.

PLUG & WORK

The start-up and relocation competition offers the ideal preconditions for a successful entry to the market in Hannover and the region: rent-free office and working spaces, strategic coaching, intensive networking and many extras are

given out for innovative business concepts from the hannoverimpuls key industries.

hannoverimpuls is the joint business development company from the city and region. Promoting and supporting the start-up, growth and relocation of companies in our region as well as generating jobs – that is our task and our daily challenge. On national and international level, on trade fairs and by targeted start-up and relocation initiatives, hannoverimpuls creates awareness of the economic advantages of the location Hannover and the surrounding region. <

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Company Profiles

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Acellere is a new generation software services firm, which is helping organizations across the globe reduce their software development and maintenance costs, leveraging our innovative technology based services. Acellere's vision is to industrialize software development and maintenance services. We have developed a software engineering platform leveraging which we are able to offer software services, with quality, productivity and transparency in our deliverables, way above industry average today.

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ADVAICT

ADVAICT, A.S.

AdvaICT, a.s. is a company providing complex solutions in monitoring, administration and computer network security areas. AdvaICT delivers MyNetScope® NSM Solution solution; thanks to it customers lower operational cost of ICT infrastructure, including cost of operating staff, increase security of their computer network and gain permanent insight into quality of services of their suppliers. Our Solution can also be utilized for one time audit of computer network infrastructure and inventarization.

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Ciklum

CIKLUM

Ciklum is a Danish innovative IT outsourcing company specializing in nearshore software development in Eastern Europe, primarily in the Ukraine. We do not follow the traditional IT outsourcing model of project-based services, and instead we offer our clients to establish their own dedicated IT department in one of our country locations (Ukraine, Belarus, or Pakistan) or to outsource, completely or partially, their software development. This is equivalent to having own in-house IT specialists but for a significantly lower cost and less administrative nuisances.

Our unique business model merges the human element with IT to not only help companies to grow, but provide ongoing resources that sustain growth with the flexibility to scale up or down as markets shift.

We surround each client team, both client and IT, with knowledge sharing activities to foster a profitable and productive work environment during their entire outsourcing experience, including social events, strong infrastructure, financial and administrative support, Q & A and consulting services. Ciklum also provides project-based services and peak resources (freelancers) on a short-term basis to accomplish very specific tasks efficiently and with superior quality. In addition, Ciklum offers different partnership models to help clients sell their software products and services in Russia and Ukraine.

Established in 2002, Ciklum employs more than 1,000 IT specialists with more than 130 global clients own software development teams. Ciklum has six development offices in Ukraine, one in Belarus, and two in Pakistan, as well as representative offices in Denmark, Sweden, United Kingdom, Switzerland, Germany and the Netherlands.

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CN GROUP CZECH-HANA SULCOVA

The CN Group has sixteen years experience providing 'nearshore' software development services and supporting consultancy to customers in the financial, telecoms/mobile, aerospace, embedded and e-commerce sectors in Scandinavia, Germany, the UK, Austria and other European countries.

We are a Danish-owned company with over 130 staff in 4 production locations in the Czech and Slovak

Republics and a joint-venture in the UK. We provide complete outsourcing of services over the entire software development cycle. Our main development platforms are JEE, .NET and C++.

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CONSIM CONSULTING

CONSIM – Consulting for International Channel Marketing – established in 2002 in Cologne, Germany, support companies and group of companies to internationalize their activities, and to identify partners and clients in the Europe, Middle-East and Brazil.

Support companies in the following activities: market development strategy, trainings and workshops in internationalization, market studies, marketing support, preparation of marketing material, participation in international trade fairs, public relation activities, company foundation and joint-venture, fund-raising and venture capital acquisition.

We find your partners and clients in Europe, ME, and Brazil!

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CURITIBA OFFSHORE CENTER

Curitiba Offshore is the international effort carried out by the best of breed companies belonging to Curitiba, Bra-

zil. Our world class offerings encompass IT services and products for GRC, BI, CRM, ERP & MERP, Help Desk and Mobile solutions, provided to several market segments, such as finance, automotive, manufacturing and agribusiness. We will show you why Curitiba is technologically sophisticated, globally savvy and culturally aware. It will demonstrate why well-reasoned roads point toward Curitiba Offshore as an essential partner sourcing destination for global services and solutions providers.

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CZECH ICT ALLIANCE

Czech ICT Alliance was established in September 2005, under the supervision of the Czech governmental agency CzechTrade, for the promotion of trade. Czech ICT Alliance has since realized a number of key international activities in support of Czech ICT exports. The most significant project is a national day of the CeBIT trade fair focusing on outsourcing

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CZECHTRADE PROMOTION AGENCY

The Czech Trade Promotion Agency/ CzechTrade was established by the Ministry of Industry and Trade of the Czech Republic in May 1997. Our

main objective is to promote the internationalization of Czech companies by facilitating their cooperation links with foreign entrepreneurs

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DEUTSCHER OUTSOURCING VERBAND - GERMAN, AUSTRIAN, SWISS OUTSOURCING ASSOCIATION.

The German Outsourcing Association is the official network of outsourcing professionals in Germany, Austria and Switzerland and supports and initiates the dialogue, provides relevant information and facilitates co-operation between all market attendees as provider, customers, advisors and institutions. In order to disseminate relevant information the association co-operates closely with the German Outsourcing Journal (www.outsourcing-journal.org), which represents today THE resource for news and information for outsourcing professionals in the German-speaking region.

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FIPA TUNISIA

The Foreign Investment Promotion Agency "FIPA-Tunisia" is a national structure created in 1995 under the authority of the Ministry of Planning and International Cooperation of TUNISIA. It is mandated to provide the support required by foreign investors and to promote foreign investment

in Tunisia. All relevant information about the Tunisian economy, human resources, infrastructure and investment incentives are presented in a wide range of documentation. We accompany the investor on exploratory visits to Tunisia and throughout the various implementation phases of the initiative.

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GIBC - THE GERMAN-INDIAN BUSINESS CENTER

GIBC-Hannover supports all phases of the business expansion of Indian companies into Europe. The GIBC offers networks in several technology and industry sectors and the experience of how to use synergies of indo-german business relations. This includes consultancy in the area of product management and market analysis, identification of opportunities and risks for the company in the European market, programs to support sales activities as well as offer of rent-free office space.

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HANNOVERIMPULS

hannoverimpuls is a joint business development company from the city and region of Hannover. Promoting

and supporting the Start-up, Growth and Relocation of businesses in the Hannover Region – that is the task of hannoverimpuls. The focus is on six sectors identified as having particularly sustainable growth potential, and major innovation and job creation power: Automotive, Energy Solutions, Creative Industries, ICT, Life Sciences and Production Engineering.

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HÖNIGSBERG & DÜVEL DATENTECHNIK CZECH (H&D)

Hönigsberg & Düvel Datentechnik Czech (H&D) offers an extensive portfolio of modern IT services with a focus on advanced technologies such as computer vision. H&D specializes in comprehensive integrated and stand-alone solutions for mobile platforms (iOS, Android, Windows Phone, Windows Mobile, and Symbian) including follow-up maintenance and support. In addition to its development activities, H&D provides professional services such as CAx and PDM system support, including tailor-made training

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HYPERFAIR

The new way of hosting trade shows – HyperFair organizes and manages virtual trade shows on the web, recreating in 3D the real environment (pavilions, stands, workshops and conferences). Attendees, through

their avatars, are able to carry on all the activities they usually do in a real trade show. Exhibitors get their booths reproduced, show their products in 3D, upload brochures and interact directly with visitors through audio and video chat. Organizers can now host virtual trade shows in a very easy and convenient way.

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ITALIAN TRADE COMMISSION

The Italian Trade Commission is organising the Italian Pavilion at CeBIT 2011 for the 8th time. More than 28 Italian companies and research institutions will present new products and innovative technologies in CeBIT Lab. Come and meet Italian companies and learn more about the Italian ICT clusters in Piedmont and Sardinia. Don't miss our conference where we will present our new instruments to improve your business with Italy: The ICT Investment Guide Italy 2011 and the new Technology Atlas Italy.

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INFOSTROY LTD

Infostroy Ltd was founded in Kharkov, Ukraine in 2000. Today the company employs 40 highly qualified specialists. We are a Microsoft Certified Partner and Intel Software Partner. We develop software for Windows and Linux OS families including embedded and firmware development. Our quality assurance process meets ISO 9001 standard requirements. Production areas: Software development for Windows & Linux OS families, incl. embedded & firmware development. .NET, C++, PHP, Java, Oracle, MS SQL Server, MySQL, PostGres, CodeSys. ISO 9001 quality standard. Microsoft Certified Partner, Intel Software Partner.

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INVEA-TECH, A.S.

INVEA-TECH develops and markets comprehensive network solutions for networks from 10 Mbps to 100 Gbps. The core idea is to provide complete range of products and services for: network security, network monitoring, traffic analysis, hardware acceleration. INVEA-TECH offers solutions that helps customers to avoid such problems. These network solutions are innovative as well as cost effective with good reputation among today's adopters.

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KOÇSISTEM

KoçSistem Information and Communication Services, is one of the many prominent companies of Koç Information Group, a strategic business unit of the largest corporation of Turkey, Koç Group.

KoçSistem is a leading solution, outsourcing and service integrator company providing solutions and services developed for their business requirements, creating value-added for its customers considered to be locomotives of the national economy. Established in 1945, KoçSistem still delivers business value with an expert staff of 750 to a wide range of sectors including public, financial, telecom, industrial and commercial.

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MAHINDRA SATYAM

Mahindra Satyam is a leading global business and information technology services company that leverages deep industry and functional expertise, leading technology practices, and an advanced, global delivery in Engineering and IT services including SCM, CRM, ERP, BI, PLM, and infrastructure services. Mahindra Satyam is part of the \$7.1 billion Mahindra Group, a global industrial conglomerate and one of the top 10 industrial firms based in India. The Group's interests span financial services, automotive products, trade, retail and logistics, information technology and infrastructure development. Mahindra Satyam's development and delivery centers in the US, Canada, Brazil, the UK, Hungary, Egypt, UAE, India, China, Malaysia, Singapore, and Australia

serve numerous clients, including many Fortune 500 organizations.

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OPTIMSYS, S.R.O.

OptimSys provides technologies, products, solutions and services in the area of computer telephony, speech systems, interactive voice response (IVR) applications and speech-enabled desktop and embedded applications. OptimSys is the specialist in solutions using VoiceXML, CCXML and advanced speech technologies. OptimSys technologies and products enable companies, telecommunications carriers and service providers to benefit from the new generation of telephony and speech applications and automated services.

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PENTALOG®

Pentalog® is a multinational IT engineering company. With development-centers located in France, Germany, Romania, Moldova and Vietnam and with a total of 600 employees, the business model of Pentalog® is based on the association of low-cost but high quality services. As a European leader in offshore-nearshore activities in the domain of software development in the area of information systems as well as

embedded systems, we also propose IT-supporting services such as third-party application maintenance, third-party software validation, software testing and network administration.

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PHONEXIA S.R.O.

-provides the speech recognition software and high-performance computing services mainly for call centres, security/defence agencies, and multimedia archives. Languages supported: 40 languages for language identification (user can add another); language independent speaker and gender identification; English, Russian, Polish, Hungarian, Slovak and Czech for keyword spotting (other languages on demand); English and Czech for Speech to Text Transcription. PHONEXIA provides also the commercial research and development of new speech technologies and language versions.

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SARDEGNA RICERCHE

SARDEGNA RICERCHE

Sardegna Ricerche, the Regional Government's Agency promoting technological development in Sardinia, created and currently manages POLARIS, the local Technology Park. With 2 centres, 70 tenants and 3 specialisation areas - namely ICTs, Biotechnologies (red, green and white)

and Renewable Energies - Polaris is one of the largest parks in Italy. Its computing cluster is one of the most powerful in the country (47 TFlops). Park's initiatives stimulated the development of two Technology Clusters in Biomedicine and ICTs. The ICT district, known as Sardegna DistRICT, includes 9 technology labs favouring transfer of research results to companies.

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SIPPO SWISS IMPORT PROMOTION PROGRAMME

SIPPO, the Swiss Import Promotion Programme, is a mandate of the State Secretariat for Economic Affairs, SECO, within the framework of its economic development cooperation. It is carried out by Osec, the official Swiss foreign trade promotion agency. The programme helps SMEs in developing and transition countries to gain access to the Swiss and European markets by providing information, training courses and other matchmaking services. SIPPO also assists importers from Switzerland and the European Union with finding suitable partners and high-quality products from selected developing and transition countries.

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SOFTENGI LLC

Softengi is a professional IT outsourcing service provider with 15 years experience in the field. Our main competencies are software development and IT outstaffing; in both we cover the full cycle of the processes. Being a spin-off of the Ukrainian IT giant Softline, Softengi inherited the best IT practices, scientific traditions and a strong background in innovation and creativity. With advanced technology and industry expertise, flexible software development methodology and a variety of services, Softengi can become your long term reliable partner. Production areas: Software development, IT outstaffing, IT operations, custom software development, software testing and QA, refactoring and migration, software maintenance and support

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STEINBEIS SCHOOL OF INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP.

As a partner for innovative companies, Steinbeis-University Berlin (SUB) offers services concerning transfer of knowledge and technology, that is research and development, consulting and - as the basis for all of that - education. SUB was founded in 1998 and is now with about 5,000 students Germany's largest private university. It helps managers with its unique feature, the project-competence-study programs (PCS), improve processes and products, transport ideas and develop new business potential right within their companies. The School of International Business and Entrepreneurship

(SIBE) is the international business school of the SUB. It offers companies an attractive solution in times of skills shortage: Qualified young academics realize different projects with the help of highly qualified instructors (professors, consultants, managers) from SIBE, and at the same time improve their management skills in two years of Master studies. The companies do not just benefit from full-time high potentials, they have also access to the world-wide business network of the SUB. SIBE has offered MBA programs since 1994 and has over 1,700 successful graduates. The Business school has cooperated with over 500 companies and has over 600 students, demonstrating that SIBE is a competent partner for growth and globalization through capable high potentials.

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SUYATI

Suyati partners with and assists small and medium software/technology companies to create, innovate and support product development with a unique concept Dedicated Global Team (DGT). While cost reduction, and productivity increase is inherent in any outsourcing model, a DGT model brings risk and revenue sharing elements to it and also ensures you have total control on your own team. Suyati is led by a seasoned team of professionals and has offices, partners and clients in India, Europe and United States.

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THE NORTH LTD

The North Ltd provides marketing, consulting and support services for both ICT and non-ICT enterprises to develop their businesses in Vietnam. In the same vein we support both foreign and Vietnamese companies in offering their commodities and services across borders. We offer "cloud computing" development and services for business communities and end-users. Furthermore, we promote businesses and services by developing various projects related to the theme: "Connecting Schools - Connecting Businesses - Connecting Communities". Production areas: Marketing, consulting and support services for both ICT and non-ICT businesses in Vietnam and overseas.

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THINK UP

Think Up, a project of the Chamber of Commerce of Torino, offers international buyers a free reserved lane to meet and develop business with a selection of 70 excellent ICT companies from Piemonte region (Italy).

At CeBIT 2011, within the Italian Pavilion (Hall 9, Stand B19), Think Up will present TOSM 2011 - the fourth edition of ICT international event that will be held in Torino, November 16-18, 2011 (www.tosm.it), one of the biggest one-to-one networking event among Italian and international players

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T-MAPY SPOL. S R.O.

T-MAPY was founded in 1992 as a subsidiary of T-Kartor AB, Sweden. The growth of T-MAPY was rapid from 2 employees at the beginning to the present 60+ employees. The journey from the beginning until present time can be characterized by continuous widening of activities from data processing through 3rd party software implementation, development of its own GIS software to professional services focused on geographic information systems and related areas. T-MAPY's domicile is in Hradec Kralove, its branches are located in Prague, Ostrava and Brno.

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local global is an innovative partner for trade and investment promotion agencies: We develop publications, seminars and conferences with a strong focus on internationalisation.

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