

India as a partner country - TUI InfoTec – a Joint Venture with SONATA Software

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First Visit in India in June 2003



- First visit from TUI senior management in India supported by an independent indian consultant in June 2003
- Main focus on
 - IT development and technical support
 - Call Center abilities
 - BPO (Business Process Outsourcing) for Finance and Accounting
- Companies visited
 - New Delhi: Daks, Cognosys, Nasscom (Indian IT/ BPO industry body)
 - Bangalore: Infosys, WIPRO, Sonata, Satyam, accenture
 - Mumbai: TATA, WNS, Kahle, Siemens Information Systems Ltd. (SISL)
 - Chennai: WIPRO, GEM (+KSL)

Selection Process for an Indian Partner



- indicative offer for project structure, process model, onsite/offshore split, pricing
- short list
- pilot project
- final decision
- start with TUI UK-IT
- extension to Germany and other European Countries

build an alliance with a strategic and stable partner

Rational for a Joint Venture

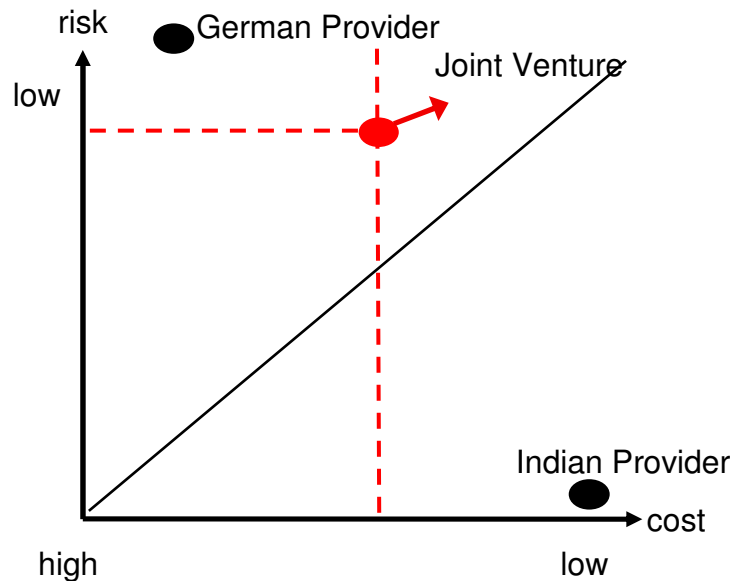


TUI InfoTec

- internal IT service provider with good track record
- only internal business
- highly skilled in tourism related IT developments
- professional stage in IT Ops
- no sales and marketing experience for 3rd party business
- good perspective extend existing professionalism to external business
- positive perspective for TUI InfoTec employees

SONATA

- very professional highly skilled Indian IT Companies
- focus on software development and maintenance
- good customer base in English speaking European countries and US
- growth potential in Germany
- no solid German basis apart from pure sales activities



TUI InfoTec

Strength

- IT expertise
- development and maintenance of business critical applications
- excellent skills in infrastructure management

Objectives

- cost reduction
- expanding to external markets
- preferred IT partner for TUI

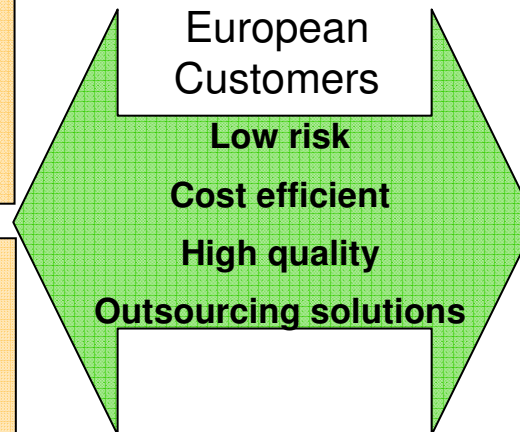
Sonata

Strength

- broad experience in software services
- existing alliances and customer contacts
- European market presence
- sales & marketing infrastructure
- international market presence

Objectives

- extending the European market presence (focus Germany)
- early mover in Infrastructure Management
- establish the partnership with TUI Group



a joint venture with



Key figures of SONATA and TUI InfoTec



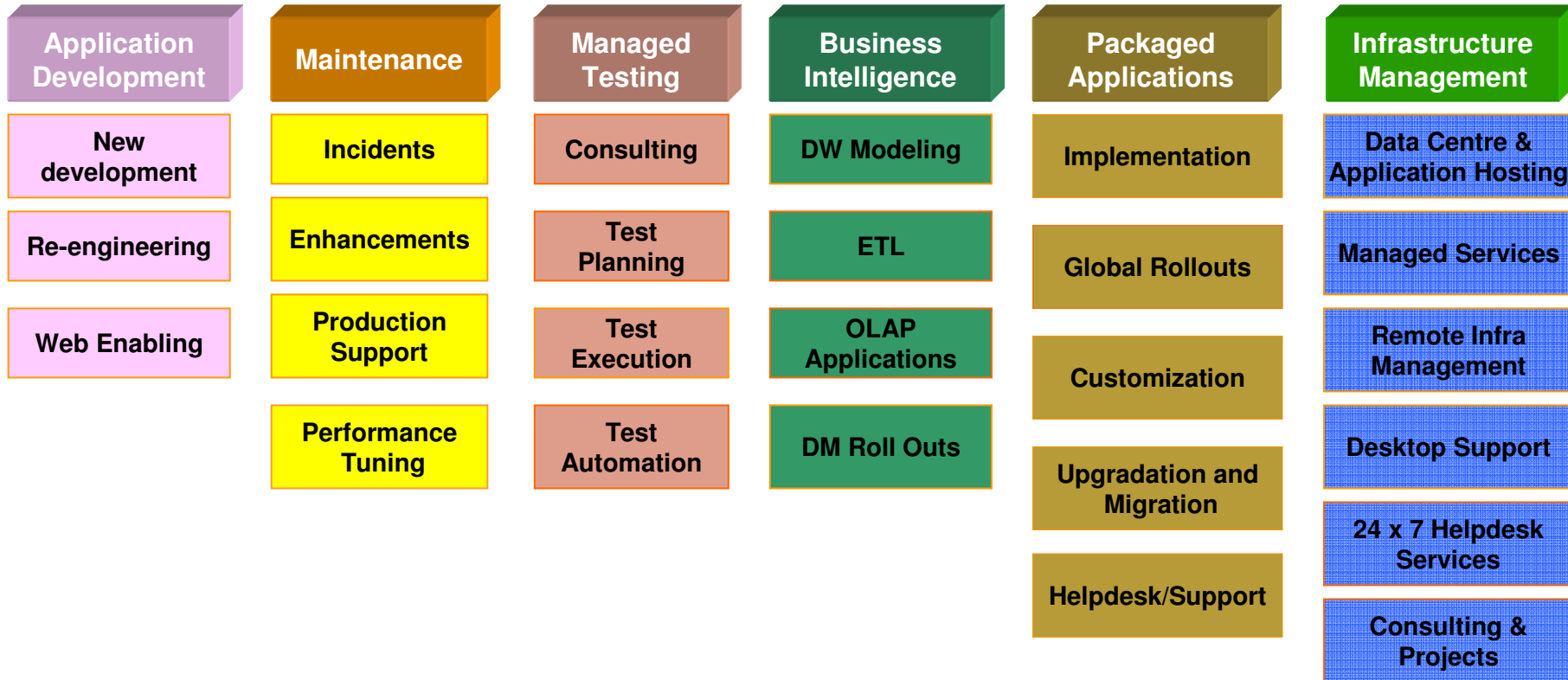
SONATA

- **Sonata Software Limited (Sonata)** is a IT Consulting and Software Services company with customers in US and Europe
- **Founded** in 1986
- **Head offices** in Bangalore & Hyderabad
- **Branch offices** in US, UK and Singapur
- **Employees:** 1.782
- **Turnover 2005:** 85 Mio. Euro
- Sonata is listed on Indian stock exchange

TUI InfoTec

- **TUI InfoTec GmbH** is a IT Service Provider for TUI Group companies
- **Founded** in 1997
- **Head office** in Hannover
- **Subsidiaries** in Mülheim, Berlin
- **Employees:** 570 (incl. subsidiaries)
- **Turnover 2005:** 130 Mio. Euro
- **SONATA** stake: 50,1%,
TUI AG stake: 49,9%

Services Portfolio



Benefits to Customers



- Global Delivery Model
 - optimise costs
 - reduce risks
- Time to market
- Customer orientation & Flexibility
- Breadth of Technology, Platforms and Domain expertise
- SEI CMM Level 5 – Strong Processes
- Re-usable Components & Framework
- Technology Alliances

Many Lessons learned.....



- find a strategic partner
- push the Joint Venture from a business perspective
- make your internal organisation fit for offshoring
- motivate people about the objectives
- the objective is growth of organisation and people
- involve senior management into the entire process and don't forget the workers council
- be prepared to invest on both sides in
 - people
 - sales + marketing
 - professionalism of services (certifications, alliances, processes)

Thank You for Your Attention