

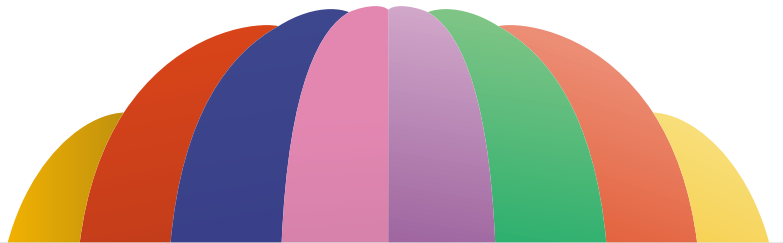


Consulting Services
Portfolio

IT CAPTIVE CENTER



Orcapod



IT CAPTIVE CENTER

Most of the IT Captives have helped their parent organization in harvesting offshore benefits without compromising on IP concerns and proprietary knowledge. However, as most of the application landscape is becoming industry knowledge, it is increasingly difficult for IT captives to justify exclusivity in providing IT services to its parent organization. Additionally, as margin expectations of third party vendors are reducing, it is becoming tricky for IT captives to provide substantial savings over other sourcing options. The questions that IT Captive leadership is asking today :

- In the application & infrastructure landscape that I support for my parent organization, what incremental value I bring over a third party IT vendor?
- What is my 'People Value Proposition' to the staff that they choose me as a preferred employer over an IT services company?
- Am I ready for demand volatility and whether my teams are ready for change in technology landscape? Do I have sufficient variability in my cost structure to align myself with rapidly changing business environment?
- How can I reduce my operational cost without compromising service quality and remain a viable option for my parent organization?
- What kind of unique capabilities can I build that I remain a step ahead in the game. What kind of alliances can I build with offshore vendors that we co-exist and offer the best of both worlds to my parent organization?
- Do we have adequate program management capacity to run all my programs successfully?

Our proprietary methodology, EBO (Explicit Business Outcome) has a strong bias for leveraging existing resources to the maximum. Our operations centric outcome driven consulting approach does critical analysis before making big bang investments and ensures rapid ROI.

Our senior consulting workforce has decades of operational experience and understand the business needs of our IT captive clients. We can help our clients address their most important issues in the following areas :

- Program Management of important initiatives, transition management and running PMO for critical projects, resulting in cost savings and reduced risks.
- Supplier research, Business Case Development, RFI/RFP preparation, managing & supporting end-to-end Outsourcing and Offshoring assistance for high value-low risk services.
- Building capabilities around fix cost projects, estimations, intellectual property protection, demand driven talent supply chain, bench optimization, Capex to Opex conversion.
- Creating high performance delivery organization by building new frameworks, methodologies, tools, metrics and business aligned dashboards.

We have no financial interest in downstream IT implementation and support activities and hence act as an unbiased advisor. Our involvement with our IT captive clients goes way beyond strategy blueprints or plan. We work with the clients team, shoulder to shoulder and ensure that desired business results are delivered.

Program & Project Management

Working with Your Team for Program Success

Projects slipping on desired timelines and going over budget is not an exception in the IT business. This is especially true for intense and demanding engagements like a system integration project, large implementations, offshoring programs or complex transitions. Senior Executives in IT organizations deal with the following challenges:

- While my existing tools & processes help me to deal with the current IT challenges, this assignment requires unique delivery capabilities which are always in short supply.
- My available Program Management capacity is invested in other initiatives and pulling them out at short notice will have adverse impacts on my existing commitments.
- The new assignment is critical for my long term business success. We have zero margins for failure. I need program management competence which complements my existing capacity and help me in reducing business risks.

It is confidence in our program management capabilities that we are ready to align our financial benefits to our client's business outcome. Our milestone based payments ensure that our business interests are aligned to our client's payback

Our senior consulting work force has decades of Program Management experience, managing business critical complex IT projects delivered from multiple locations. We can add management capacity to your existing project leadership or independently manage programs on your behalf. In specific cases, we do provide management capacity on need basis till the time organization builds in-house capacity taking the assignment to the next level.

Business Case Development

Prioritization based on Facts & Figures

Reducing IT budgets along with increasing demand from business users is creating never before prioritization challenges for the IT leadership. As discretionary budgets are reducing, lack of structured approach in prioritizing the demands can lead to sub optimal investment allocation and hence reduced ROI. Decisions built on insufficient information can lead to projects getting frozen or applications developed with no or little rationale.

To effectively grow the IT captive operations, it is important that application offshoring decisions are made based on facts and figures. On specific request, we conduct application level ROI analysis of Offshoring programs

Orcapod consultants have years of experience in assessment of new business initiatives. Our structured approach will help you to build a strong business case for your investment initiative or Offshoring programs leading to selection of right investment opportunities, improved ROI, ease of internal buy-in and strengthened confidence in IT leadership.

On behalf of your organization, we conduct an in-depth analysis of the various investment opportunities and compare the financial and non financial returns leading to investment recommendations that are based on facts and figures.

We can assist your managers or, on your behalf, develop a structured business case to take informed decisions and develop recommendations based on the strategies, benefits, risks and financial impact of the alternatives.

What distinguishes us from the Consulting divisions of IT Services Organizations is our experienced workforce, agility and company construct. Consulting is our business and we are a genuine and neutral enabler in our advise. We do not carry the risks or benefits of pull through subsequent revenues. We are open to delivering assignments in different commercial constructs ranging from the normal models to aligning Orcapod business benefits to the benefits and savings of our Clients.

Risk Management

Plan for the Unplanned

Smart organizations understand the risks involved in any large IT outsourcing program. They recognize this issue and ensure that the right mitigations are built in the plan and enforced in the governance structure.

However, the challenge is in implementing and tracking those mitigations. Operational priorities take most of the time from the IT leadership. This leads to no or little time left for proactive risk management. This results in lack of preparation for any eventuality and proactive decision making suffers.

Orcapod can work as your third party risk management partner. We will track a wide array of program risks and our preparation to deal with them. What you get in return is peace of mind and greater attention for cost effective and efficient offshoring.

Our comprehensive review & risk audits gauge your exposure to operational, legal, financial and compliance risk and ensure that either planned mitigations are sufficient enough to avoid the risk realization or the downside is known and built into the plan.

One of the biggest drawbacks of traditional review & audit process is big bang approach to program audits. Audit teams spend 2-3 days with one specific project going through the entire review checklist. This leads to high cost of audit, delivery disruption, and resistance from the project leadership and situation-handling mindset from the team.

Orcapod's innovative audit approach leverage proprietary tools & methodologies and provides a framework that is economical to conduct, non intrusive in nature, more sustainable and can be spread across days to get a better buy-in.



Project & Program Management Office

Driving the Success of Large Scale Business Efforts

Failing to realize a critical business objective that calls for a massive mobilization and deployment of organizational resources can be catastrophic. When dealing with mission critical large programs like transition, offshoring engagements or critical organizational initiatives, success can be achieved only through centralized management and careful coordination, with a specific focus on communication and risk management.

Orcapod can establish a PMO on our client's behalf. The PMO will be responsible for supporting large size program(s) and its constituent projects.

Typical objectives of this office would be :

- Create a governance support structure that arms your program management team & leadership to direct and oversee the engagement.
- Articulate and track operational, financial, legal & reputational risks and support in building and implementing mitigation strategies.
- Build and update performance dashboards reflecting internal and external commitments for providing performance status on each one of them. This includes operational targets, Service Level Agreements and Key Performance Indicators.
- Locking in 'performance roadmap's to internal contracts and ensuring that measurement parameters provide an objective view of existing status.

We can build and run following kinds of Management Offices:

Enterprise PMO : We can build, operate and transfer an enterprise level PMO, supporting key organization engagements and internal initiatives.

Department PMO : We can build a PMO based on a focused need of a specific department.

Special purpose PMO : We can build and run an onsite or offsite PMO to support program teams for managing critical engagements.

Orcapod uses highly successful measurement methodology that divides each activity into various steps of doneness and Earned Value build on these steps provides an objective view of current status. Successfully executed, it not only helps companies meet or beat engagement goals, but also embeds implementation capabilities into the organization.

Engagement Resurgence

Superior Delivery for Reputation Enhancement

Large IT programs are inherently complex to manage and exposed to various kind of risks across the program lifecycle. According to industry statistics 60%-70% of IT programs & projects fail or go over budget.

Despite the best efforts from the program teams, outcomes are not always as desired. This results in companies getting exposed to financial, legal and reputational risks. Typical causes of underperformance could be failed transition, inability to meet SLAs, lack of scope management, low team morale or challenging team relationships.

Orcapod's senior consulting work force has decades of Program Management experience, managing business critical, complex IT Programs delivered from multiple locations across the world. Our consulting workforce can act as reinforcements to your existing program management capacity or can independently manage programs on your behalf. Our objective will be to take the program back on track and handover the activities back to your program team.

It is inherent confidence in our program management capabilities that we are ready to align our financial benefits to your business outcome. Our milestone based payments ensure that our business interests are aligned to your payback.

Operations Transformation

Sustained & Superior Value Creation from Operational Excellence

Increasing commoditization of IT services are creating unforeseen challenges around cost management and service differentiation. CIO organizations are dealing with the following challenges:

- Offshore is no more a unique offering but an integral part of IT sourcing for most multinationals. Comparison with onsite service cost is history. Offshore cost is an implicit assumption in building IT budgets. This is forcing CIO organizations to explore even more cost competitive options leading to unheard pressure on Captive Centers.
- IT companies are increasingly offering new contract structures which are only sustainable with large upfront investments or with critical size of operations, a luxury Captive operations do not have or cannot afford.
- Due to overheated Offshoring business, Captive centers are facing unforeseen competition from IT companies to attract the right kind of talent and hence are forced to pay higher compensations, leading to further cost pressures.

Over the next few years, IT Captive leadership will have to remain focused on reducing operational costs while offering higher business value to its parent organization. They must do all this while keeping an eye on changing expectations and rising tide of low cost options.

Orcapod can provide strategic and operational support to its client in the following areas to meet the unrelenting performance goals.

Demand Driven Talent Acquisition : Build strategies that goes beyond on-demand hiring. Develop cost efficient channels, tools and processes for aligning talent supply chain to business demand.

Value Driven Talent On-boarding : Develop data driven approach to shorten supply chains for fast response and lower talent inventory loss. Develop tools, rearrange HR policies and build methodologies for planned on-boarding, productive utilization of benched resources and faster staffing.

Optimizing Investment in Talent Retention : Structured and data driven analysis of various layers of organization's hierarchy to distinguish between value adding and value eroding layers. This is to ensure that organizational investments are going to the right places.

Vendor Development for Cost Reduction : Develop vendors and alliances for faster turnaround and reduced cost of operations. Build an approach for profitable outsourcing of non-core activities.

Activity Based Service Costing: Data driven analysis of service cost for ensuring accurate cost allocation, right pricing and improved competitiveness.

Demand Shock Absorbers : Planned approach for converting your capital expenses to operational expense. This leads to flexibility in cost structures and better preparation to deal with demand variability.

Building Tools, Methodology & Processes for Delivery Excellence : To develop intellectual property around proprietary tools, methodologies and processes helping in the much needed differentiation and improved certainty.

Cost Optimization & Asset Sweating : Benchmarking and finding opportunities of cost optimization across cost heads and strategies to improve asset sweating. Implementing process improvement initiatives like lean management.

Transition Management

Rapid & Risk Free Transition for Engagement Success

When it comes to large size Offshoring to IT Captives, operational managers get a feeling of winner's curse. The way we get started in a large offshoring program, sets the pace for everything that follows. Hence the first few months of the initiative are critical. Sub optimal transition not only impact team's morale and its ability to deliver but also exposes the whole organization to various kind of financial, legal and reputational risks.

Typical challenges for the operational leadership in a transition management are:

- How to maintain a fine balance between cost and quality of transition? How to bind both the teams in the game and ensure that interests are aligned?
- How to constructively engage the internal IT team so that they positively contribute to the transition and subsequent stabilization?
- How to define scope of the transition, measure completeness and track performance?
- How to ensure right staffing? How to track & mitigate the potential risks? How to ensure Knowledge management?
- How to ensure service and business continuity while doing the transition? How to quickly stabilize the operations and ensure that it returns to business-as-usual mode?

It is inherent confidence in our transition management capabilities that we are ready to align our financial benefits to your business outcome. Our milestone based payments ensure that our business interests are aligned to your payback.

Our senior consulting workforce has decades of experience in managing large size outsourcing programs. STM (Swift Transition Methodology), our proprietary approach to transition management ensure end-to-end success of a transition engagement. We closely work with your captive leadership and act as success enablers. We provide information visibility, insights and performance tracking to ensure that shifting services, people and assets from onsite environment to offshore location is quick and efficient.

Our consulting workforce can act as reinforcement to your existing transition management capacity or can independently manage programs on your behalf. Our objective would be to ensure a successful transition, stabilization and then handover the activities back to your program team.



Requirement Development

Developing Needs for Evolving Businesses

Business users normally answer only the questions that you ask them. Partial or inaccurate capture of business requirements is the number one reason for change requests. Multiple iterations of requirement development not only cause unnecessary delay and inflates the development cost but also makes the application patchy and difficult to manage. What you need to cover this risk is experience and diligence in requirement gathering. Typical challenges IT teams face in requirement development are :

- Lack of structure and discipline in requirement gathering, leading to sub optimal business design and potential risk to development phase.
- Lack of personal leadership and facilitation skills. Business users driving the agenda, leading to inflated scope and budget concerns going out of the window.
- No or little control on knowledge management and connecting the dots. Team members working in silos and building requirements on completely different assumptions. This result in delays in design sign-off and unstructured prioritization.
- Sub optimal project management of design phase, leading to inflated effort and the result is delay in delivery timelines.

Our Senior Consulting workforce have years of experience in managing business design phases. We run dedicated and intense workshops with business users by leveraging our proprietary design methodology. Result is, accelerated & tightly knit business design, greater buy-in from stakeholders with minimum need for alterations.

Organization Improvement

Sustained & Superior Value Creation from Operations Excellence

While there is still a lot of steam left in Offshoring growth, it is the changing cost expectations that is a cause for concern. In a new world, where all the organizations have access to low cost talent pool and IT companies are giving never before competition to attract talent, where do IT Captives look for competitive advantage? Here are the number of strategic and operational questions IT Captive leadership is asking :

- What is my competitive advantage over third party IT vendors? What can I offer to my parent organization that vendors cannot?
- In a competitive landscape where IT margins are going southwards and talent acquisition cost at an all time high, how can I justify my cost structures over other available options?
- How can I rapidly reduce cost and align it to market benchmarks? How can I distinguish my more productive, less productive and counterproductive assets and how can I rationalize that?
- What is my people value proposition? What can I do to attract and retain high quality talent?
- Am I ready for demand shocks? Do I have sufficient variability in my cost structure to align myself with rapidly changing organizational expectations?

Over the next few years, senior executives in IT captives will have to remain focused on reducing operational costs while investing in differentiation which continue to justify their growth over third party vendor options. They must do all this while keeping an eye on changing organizational expectations.

Orcapod provides strategic and operational support to its clients in the following areas to meet the commoditization challenges and unrelenting performance goals:

Demand Driven Talent Acquisition : Build strategies that goes beyond on-demand hiring. Develop cost efficient channels, tools and processes for aligning talent supply chain to business demand.

Value Driven Talent On-boarding : Develop data driven approach to shorten supply chains for fast response and lower talent inventory loss. Develop tools, rearrange HR policies and build a methodology for planned on-boarding, productive utilization of benched resources and faster staffing.

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Optimizing Investment in Talent Retention : Structured and data driven analysis of the various layers of organizational hierarchy to distinguish between value adding and value eroding layers. This is to ensure that organization investments are going to the right places.

Building Tools, Methodology & Processes for Delivery Excellence : To develop intellectual property around proprietary tools, methodologies and processes helping in the much needed differentiation and improved certainty.

Cost Optimization & Asset Sweating : Benchmarking and finding opportunities of cost optimization across cost heads and strategies to improve asset sweating. Implementing process improvement initiatives like lean management.

Service Optimization

Re-engineering Service Delivery

Organizations can outsource their work, not their problems. Efficiency and effectiveness are prerequisites for cost optimization & service excellence. This is independent of whether the organization's IT needs are served by captive teams, vendor teams or by blended delivery. Any deficiency in the service organization will not only have direct impacts on business enablement but can also derail your captive setup growth plans.

Typical needs of Service Optimization arise in the following scenarios :

- IT Captive leadership wants to relook at existing way of working and benchmark internal service standards with the best in Industry.
- Organization has decided to offshore part of the IT services to captive operations but want to benchmark the cost before handing over the responsibility.
- Organization has done outsourcing to a third party, but due to various reasons it is not working. IT leadership wants to in-source the operations to the captive unit.

Consulting Services that pays for itself: Our consultants ensure that you get guaranteed cost savings from your service optimization initiative. These savings not only pay for the time and money you spend on this exercise but add to your discretionary spend for business enablement.

Our senior consulting workforce has decades of experience in managing IT service delivery across Industry Sectors. We can closely work with your IT leadership for optimizing your internal IT operations or can help you in-source the activities. Our value addition would be in the areas of structuring governance, re-engineering internal processes and re-positioning service standards.

Our proprietary methodology, EBO [Explicit Business Outcome] has strong bias for leveraging existing resources. We will ensure that our clients get maximum benefits from existing resources before putting large investments behind big bang organizational changes.



Cloud Computing

Embrace the Cloud; Confidently

In a recent survey conducted by CIO.com, around 60% of IT leaders said cloud computing will cause a radical shift in IT and 47% said they are already using it or researching it. Hence the question for CIO organization is not 'If' but 'How'. Challenge for IT Leadership is to navigate through various options available and find a combination that works best for them. Typical concerns for organizations in adopting cloud solutions are :

- This is an evolving territory. Am I committing to the right partner? What is their capability to invest, survive and grow?
- What is my risk of vendor stickiness? Whether the proposed solutions are portable to new environments and if needed can it be in-sourced?
- What are the business continuity, data security and compliance risks I am exposed to and what needs to be done to mitigate that?
- What are the applications in my portfolio which are good candidates for moving to the cloud and what should be my road- map?

Our Consulting services in Cloud computing will provide guaranteed savings in your non discretionary spend. These savings will not only pay for the time and money you spend on this exercise but will add to your discretionary spend for long term strategy implementation

Orcapod's consulting workforce have decades of experience in managing mission critical and complex IT engagements. We can help our clients in the following ways :

Feasibility Analysis : We will analyze your application & infrastructure portfolio, services, development environment and will shortlist the ones which are good candidates to embrace the Cloud.

Road Map & Business Case : We will build a transition road map, keeping in mind the business continuity & investment risk. To get internal consensus and wider buy-in, we can build a business case for the initiative so that decisions are made based on facts and figure and not on intuition.

Vendor Selection : As the market is new and most of the models unproven, lot of companies are selling rigid deployment environments as cloud solutions. This results in sub optimal outcome and clients not getting the real advantage of cloud computing. On behalf of our clients, we can explore the vendor landscape and select the once most appropriate for your context.

Transition : Program Management of transition activities and stabilization.

What distinguishes us from the Consulting divisions of IT Services Organizations is our experienced workforce, agility and company construct. Consulting is our business and we are a genuine and neutral enabler in our advise. We do not carry the risks or benefits of pull through subsequent revenues. We are open to delivering assignments in different commercial constructs ranging from the normal models to aligning Orcapod business benefits to the benefits and savings of our Clients.

Supplier Research

Selecting Right Partners for Outsourcing Success

Successful IT Captives understand the advantage of the blended model for meeting their organizational IT needs. The unique value provided by IT captives is deep domain expertise and building of intellectual property that can provide competitive advantage to the parent organization. However, IT Captive leadership understands that for non critical or non-differentiated IT needs, third party vendors prove to be more economical compared to doing it in-house. Hence, for IT Captives, selecting the right set of IT suppliers is critical for building a compelling offshore proposition.

As every IT captive context is different with its own unique needs, typical questions that IT Captive leadership will ask about Supplier Selection:

- What is my medium to long term strategic priorities?
- What should be our supplier evaluation criteria? How do we know which supplier would be an effective partner and bring complementary capabilities?
- How do we gather information about the possible suppliers which fulfill my end-to-end IT needs at the right price points? The longer the list, more the effort and complications.

Based on your strategic imperatives, making the right choice of supplier(s) is critical and needs in-depth research and evaluation. Our senior consulting workforce has decades of experience in managing large size outsourcing programs and in depth understanding of the supplier space across the globe. Our proprietary information and selection approach will ensure that the shortlisted suppliers will meet your strategic and tactical needs.

On Client demand, we manage Master Service Agreement lifecycle. This includes supplier research, building & rolling out RFI, RFP, negotiations and contract closure.

RFI and RFP Preparation

Building a Precise Shopping List

Well crafted RFIs and RFPs are like creating shopping lists. You get what you asked for, not what you wanted. Inaccurate requirement definition can lead to suboptimal proposals, lengthy procurement lifecycle and expensive services. Building the right kind of service bundles, crafting Business-aligned SLA/KPIs, incorporating effective penalties & rewards can take you a long way in structuring an effective outsourcing contract. Typical challenges which IT teams face in building an effective RFI or RFP are :

- Providing sufficient information for ensuring high quality proposals
- Drafting Business-aligned SLA/KPIs for cost reduction & service quality
- Articulation of the right levels of business continuity & information security expectations
- Creation of objective evaluation criteria
- Incorporation of the right performance incentives and non-performance penalties

While in-house teams focus on the optimization of Business Processes, Innovation and Responding to changing needs takes a back seat. We ensure that the right amount of flexibility is demanded in RFI/RFP for taking care of the organization's changing business needs.

Our consulting workforce have decades of experience in managing small to large size outsourcing contracts. Our proprietary approach to manage Outsourcing Lifecycle ensures that you get the right value from your Outsourcing initiative. We can add management capacity to your procurement team owning the RFI/RFP cycle or can independently manage this program on your behalf

While cost certainty on large size development work can be ensured by inviting fixed cost proposals, the challenge is to ensure cost management on activities that are difficult to estimate upfront. For examples, interaction heavy activities like business design, day to day application management work or ad-hoc application enhancements. Reason for this difficulty is real time estimation with no central control.

We use innovative scope defining frameworks that can help you to cost & time box these activities upfront. This not only helps in improving budget forecasting but also provides positive incentives to vendor for improving real productivity.

On request, we take up RFI/RFPs preparation for specific projects or tactical outsourcing. This way you can leverage our team's expertise while focusing on your core business priorities.

Governance Support

Business Benefits from Monitoring & Control

A well executed transition to captive operations is a prerequisite but not sufficient to harvest all the benefits of offshoring. Key to success here is the right level of governance and effective oversight. Sub optimal governance can be expensive and sometime catastrophic. In a large offshoring program central monitoring and control, measuring performance parameters, careful coordination and risk management are basic qualifications for ensuring success.

Typical challenges captive organizations face in managing their offshoring programs are :

- Operational priorities take most of the time from IT leadership, leading to no or little time left for proactive governance.
- We are doing it “in-house” mindset leads to ownership ambiguities. This leads to unclear expectations from both sides, causing negative surprises and frustration.
- Lack of clarity on measurement parameters. Business Users drive captive teams based on their individual perception rather than data driven facts.
- Organization construct doesn't promote profit mindset. Project leadership works on cost+ mindset leading to lack of incentives for productivity improvement.
- Cost escalation over a period of time erodes forecasted benefits and senior managers have no benchmarks to compare with.

Orcapod's consulting team has years of experience in managing large size offshoring programs including running captives and integrating the captives into IT services organizations. Our Governance Support Services can help our IT Captive clients in the following ways :

Governance Office : We can make a governance office in your Centre or run it from our location. This office can provide governance support in areas like demand management, audits, management dash board, performance reporting and improvement management. While our team will become an integral part of your IT management, your staff would be able to focus on strategic aspects of the governance. This will not only help you reduce governance & compliance cost but will improve service quality, efficacy and quality perception.

Transition Support : Starting and stabilizing the operations during the initial stages is crucial. This is where maximum pain occurs. The obvious reasons are lack of preparation, no time for hiring the right people and peak starting workload. Our governance team can add management capacity to accompany you during the initial phase of the program and gradually move out once you stabilize the operations and build in-house capacity.

Virtual War Room : While your in-house governance team is driving the program, we can support them by building and operating a virtual war room. This will not only act as a passive repository of contract documents, historical reports but will be an active shelf space maintained by our team to provide support information. This way, while we will take care of your mundane and repetitive business tasks, your leadership can spend their time on real decision making.

About Orcapod

Orcapod is a Consulting & Technology Services firm founded by senior industry professionals coming from reputed international organizations. Like the Orcas which roam the great oceans around the globe, we work with Global and Indian Clients providing assistance in their critical IT & business improvement initiatives.

Orcapod Consulting helps its clients to improve business operations by combining its expertise in the areas of Business & IT Consulting, Outsourcing, Operations Transformation and Services Optimization. Our experienced consulting workforce complements the CIO organization and helps it deliver more within its budgets & demanding schedules. Explicit Business Outcome, our proprietary methodology gives high priority to employing existing client assets for delivering the range of results that will make substantial and sustained difference to our client's business.

Orcapod Technology Services offers conventional and customized solutions to meet the resourcing needs of our clients in the IT space. Our ability to attract and retain high performing workforce ensures on demand access of talent capacity to our clients for meeting business commitments.

Fuelled by our shared vision, we help to make our client's businesses more efficient, more profitable, and prepared to succeed. We help to make them Future Ready.

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