mainly due to tariff reductions compared to tariff rates in 1994 which has made mobile telephones affordable for all groups of customers. In such a competitive market, in order to retain customers, mobile network providers need to satisfy their existing customers. Customer satisfaction becomes a critical issue. The objective of the study is to develop a customer satisfaction model of mobile network providers in Kolkata, a metropolitan city in India. The construct Flexibility was considered as a new determinant of customer satisfaction. In the study, data was collected from 554 respondents and pertinent analysis was made using multivariate techniques. The results indicated that Generic Requirements (an aggregation of output quality and perceived value), Flexibility, and Price are determinants of customer satisfaction. This study will offer insights for mobile network providers in Kolkata to understand the determinants of customer satisfaction. The fixed line telephone directory was the sampling frame; all the respondents considered in the survey had a fixed landline but there could be instances where customers subscribe only to mobile phones. It is also necessary to study other metropolitan cities of India to validate the results we have obtained for Kolkata. Identifying the determinants of customer satisfaction can offer valuable insights to mobile network providers and which determinants to focus upon in order to retain existing customers. This is the first study on determinants of customer satisfaction of mobile network providers in the city of Kolkata, India.

INTERVIEW

INNOVATION AND ADAPTATION: CONTINUING THE INFOSYS JOURNEY
IN CONVERSATION WITH S. D. SHIBULAL, CO-FOUNDER, CEO & MANAGING DIRECTOR, INFOSYS

Sudheer GUPTA and Hristina DZHAROVA

The global software and services industry has become one of the most dynamic and fast-growing industries. The industry has helped establish India as a major player in the provision of world-class technology solutions and business services. Several companies in this arena are headquartered in India and have built a substantial global presence via leveraging key capabilities in delivering cost efficiencies, high performance, and high quality standards to their clients. Infosys is one such company. This article presents a wide-ranging conversation with Mr. S. D. Shibulal, Co-founder of Infosys, and, CEO & Managing Director (as on date of interview, December 20, 2013), against the backdrop of global economic shifts, intensifying competition, and changing industry dynamics. The article first summarizes the major pillars of Infosys’ strategic approach that helped establish the company as a major global player in software and services. These include: a) an early commitment to leverage technology in a globalizing and interconnected world; b) staying true to its mission of being a globally respected corporation; c) investing in human capital; and, d) leveraging strategic partnerships for co-creation and co-evolution. The conversation then uncovers how environmental changes are testing Infosys’ commitment to stay true to its values while adapting for future growth and client relevance. Mr. Shibulal explains how the company is strengthening its presence in three core areas: Business and IT Services, Consulting and Systems Integration, and Products, Platforms, and Solutions. He outlines several initiatives, such as a recent deal with Harley-Davidson, to illustrate Infosys’ commitment to client value via long-term partnerships and continuous innovation. He also explains how several new initiatives in the products and platforms space are expected to generate future growth for the company and unique solutions for clients. Finally, he expands on the role of human resource policies and visionary leadership in driving the company’s adaptation and continued focus on innovation.

ROUND TABLE

THE MANAGEMENT CONSULTING INDUSTRY
GROWTH OF CONSULTING SERVICES IN INDIA: PANEL DISCUSSION

R. SRINIVASAN

Management consulting as an industry has received less attention than it deserves in academic research. This could be attributed to the myriad forms of organizations/ business models the industry supports, the fragmented nature of the industry, or even questions about the legitimacy of the role of the organizations/ business models in large corporate/ government clients. The academic note, preceding the panel discussion on the Indian management consulting industry, intends to study management consulting as an industry, define its boundaries, elaborate on business models, and describe positioning options/ sources of competitive advantage. Institutional entrepreneurship and transaction cost economics lenses are used to study management consulting firms as “professional service firms”. Based on the history and evolution of the industry, this note draws up the industry structure, elaborates on the industry constituents and the various positioning opportunities. The note subsequently discusses the legitimacy and value addition generated by the management consulting...
firms using transaction costs logic. After analyzing management consulting firms as professional service firms, and based on differences in their positioning, a typology of management consulting firms is evolved: firms that specialize in strategy and organizational restructuring (leveraging their tacit knowledge); firms that specialize in technology/operations and cost control (leveraging their breadth of experience and expertise), and firms that provide niche consulting (leveraging their deep domain expertise).

The note then elucidates the emerging challenges facing the management consulting industry, as firms globalize and technology contributes to commoditize explicit knowledge significantly. The three major challenges facing the industry are: competition and differentiation in an increasingly fragmenting industry; need to relook at traditional organizational forms in the wake of globalization and new norms of work; and management of internal tacit knowledge to continue providing superior value to clients. The note then describes the structure and context of the Indian management consulting industry, and finally evolves the agenda for the round table discussion. A panel of experts from the management consulting industry discusses issues connected with the growth of the industry in India and the challenges it faces.