

Contents

| | |
|--|-----------|
| Responding Strategically to Fundamental Changes in Professional Services: Aim and Scope of the Book | 1 |
| Ulrich Bäumer, Peter Kreutter, and Wolfgang Messner | |
| Part I Winning Strategies and Innovative Ideas | |
| Consolidation Patterns in the IT Outsourcing Market: Past, Present, and Future | 11 |
| Katharina Grimme and Peter Kreutter | |
| Market Entry and Expansion Strategies of Indian IT Firms into the European IT Outsourcing Industry | 23 |
| G. Shainesh, Zeeshan Sultan, and Jürgen Weigand | |
| Global Sourcing: Shifting the Focus from Cost Saving to a Strategic Set-up | 33 |
| Klaus-Dieter Gronwald | |
| Strategically Organising for Innovation in Global Sourcing | 41 |
| Wolfgang Messner | |
| Making Business Smart: How to Position for Business as a Service | 53 |
| Lars Theobaldt and Peter Vervest | |
| Taking an Active M&A Role in the Consolidation of the Engineering Sector | 63 |
| Sören Bleßmann and Albert H. Savelberg | |

Part II Successful Processes for Realisation

| | |
|---|-----|
| Balancing Industrialisation and Business Complexities | 75 |
| Thomas Reuner | |
| Industrialization Lessons for the European Banking IT | 85 |
| Samarth Shekhar | |
| Lean Management and Operations in the Global Professional Services Industry | 95 |
| Adam Bujak, Wailton Carvalho, and Rangaraj Sriramulu | |
| Transforming into a Networked Organization to Empower a Distributed Workforce | 105 |
| Oscar Berg and Philipp Rosenthal | |
| Legal Framework of IT Outsourcing and Global Sourcing: A Comparative Approach from the Indian, Anglo/American and German Legal Perspective | 117 |
| Ulrich Bäumer and Prashant Mara | |
| Service Analytics: Leveraging Data Across Enterprise Boundaries for Competitive Advantage | 139 |
| Hansjörg Fromm, François Habryn, and Gerhard Satzger | |
| The Power of the Customer and Its Implications for Business and IT Integration | 151 |
| Wendelin Frei, Oliver Koeth, Joseph Kronfli, and Andreas Schlueter | |

Part III Inspired Talent Management

| | |
|---|-----|
| Successful People Strategies for Innovation in Global Delivery and Virtual Teams | 169 |
| Clas Neumann | |
| Diversity and Inclusion: A Business Imperative in Global Professional Services | 181 |
| Swati Jain and Richard Lobo | |
| Advancing Intercultural Competencies for Global Collaboration | 189 |
| Wolfgang Messner and Norbert Schäfer | |
| Emerging Economy: Emerging Talent | 203 |
| Shachi Irde and Madhuvanathi Ravi | |

Part IV Experiences and Case Studies

Emerging Markets from an Indian Perspective: Focus on Germanic Countries 213
Som Mittal and Ameet Nivsarkar

Transformation Journey from Offshore Service Provider to Global Innovator 225
Sascha Schwarz and Carsten Hentrich

Departments in Transition: How Businesses Organise Their Knowledge Work 241
Frank Schabel and Andreas Stiehler

Internationalising the Departments for Devices and Accessories of a Communications Technology Company 249
Marit Loewer and Holger Neinhaus

Notes on the Authors 257

Notes on the Participating Companies 267

Index 275



<http://www.springer.com/978-3-642-29180-7>

Globalization of Professional Services
Innovative Strategies, Successful Processes, Inspired
Talent Management, and First-Hand Experiences
Bäumer, U.; Kreutter, P.; Messner, W. (Eds.)
2012, XV, 278 p. 15 illus., Hardcover
ISBN: 978-3-642-29180-7