

“The New Competitive Paradigm in European IT Services”

Stockholm
June 12 & 13, 2007

In June 2007, the Swedish investment bank, Handelsbanken Capital Markets, and the international management consultancy, Value Leadership Group, hosted a global strategy conference in Stockholm with media coverage by CEO Magazine. The theme of this highly interactive conference – *The New Competitive Paradigm in European IT Services*. The Value Leadership Group provided exclusive analysis and CEOs from industry leaders gave new insights into the competitive dynamics and likely future direction of the European IT services industry. More than 125 senior executives from 18 countries and a cross section of industries were in attendance. Delegates and speakers gave this event the highest ratings.

The key messages summarized by the host, Peter Schumacher were:

- Momentum for offshore services is increasing rapidly across Europe – Accenture, Capgemini, and IBM are driving the game too.
- India’s advantage has moved up the value chain beyond low-cost labor. Offshore firms are bringing into play a system of assets that are difficult to emulate – many European firms face a material disadvantage.
- Offshore firms have accumulated enormous financial strength and are significantly outperforming European firms in growth, profitability and cash flow generation.
- India has become a global launching pad for rule-breaker firms that are redefining the services industry.
- European firms must face the new realities – many have fallen behind on the change curve and are trapped in outdated business models, practices and paradigms.
- Merely emulating the global delivery capabilities offshore firms already have is not a winning strategy. European firms must rethink their operating model and value proposition to win in the new competitive paradigm.
- European firms must develop strategies that build advantages, rather than just eliminate disadvantages – the key themes are innovation and customer intimacy.
- Success is not determined by the specific activities performed offshore, but by the strategic intent and the degree to which these activities are embedded in the business. This new way of working is a transformation challenge requiring new capabilities and skills.
- Smaller European firms are moving faster and face fewer obstacles.



Peter Schumacher, President & CEO, Value Leadership Group and Stefan Wård, Senior Analyst, Handelsbanken Capital Markets



Lakshmi Narayanan, Chairman NASSCOM & Vice Chairman, Cognizant Technology Solutions



Sunil Surya, Head of Europe, Hexaware Technologies



Petteri Kekkonen, SVP, Software Centres, TietoEnator

Other distinguished presenters:

Capgemini – Head, Global Offshore Sales
Credit Suisse – Head Service Provider Management
MindTree – President & CEO, IT Services
SAP Labs, India – President
Sasken – President, IT Services
Sonata Software – CEO
TCS – Head of Europe
TUI InfoTec – CEO
Volvo IT – Director Competitive Sourcing
Wipro – VP - Financial Services (Europe)
Joe Sigelman – Ex CEO and co-founder Office Tiger

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The Value Leadership Group is an independent management consulting firm that helps companies maximize the leverage they gain from globalization opportunities. Our services include offshore-enabled business model innovation, strategy development and implementation support, CXO advisory, customized research and decision papers, distinctive events and international conferences.

Our high impact international strategy conferences deliver the best insights into the key issues and trends related to offshoring and winning in the new competitive paradigm. We create unique learning and networking environments by bringing together an international mix of entrepreneurs, experts, faculty and top executives from industry, finance, venture capital, and private equity.