



Pre Placement Talk for Campus/ Colleges

December 27, 2004

Symphony Services – At a Glance



World Class Facilities at Bangalore & Pune
Above & Right: Bangalore Operations



Upcoming Campus in Bangalore

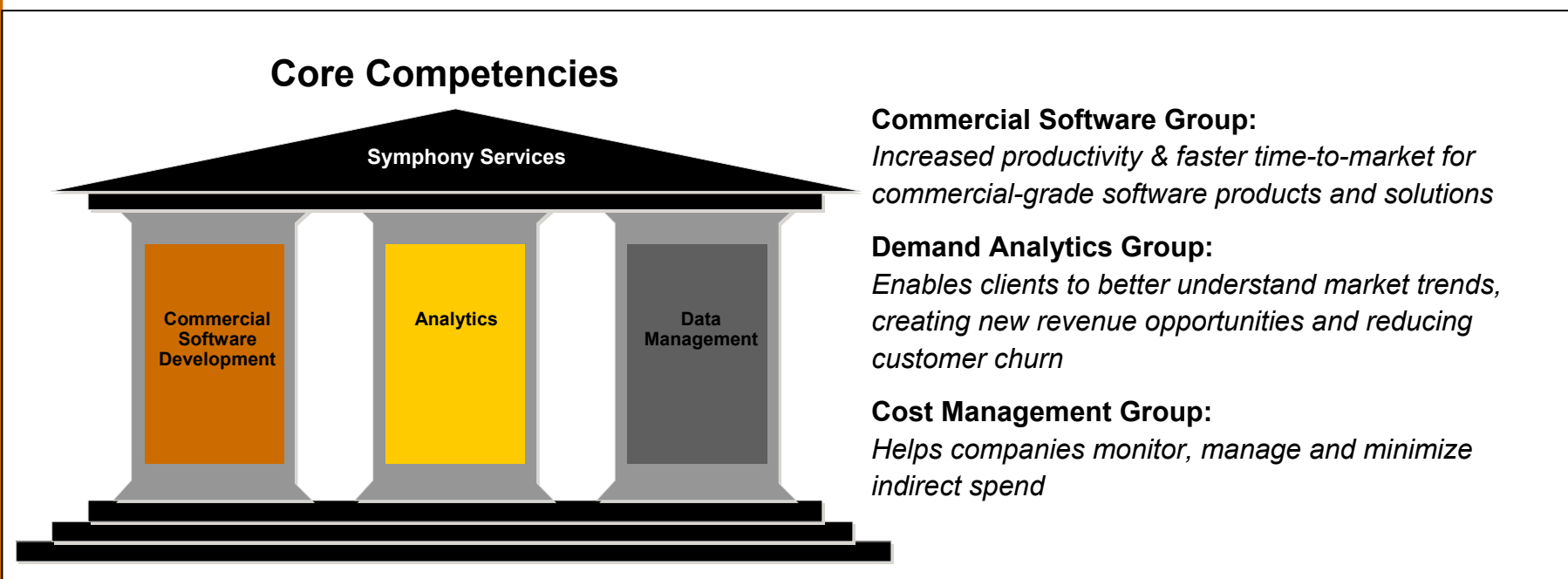


- **Founded in 2002**
- **Top-notch Staff and Quality**
 - Process maturity rated at CMMI Level 4
 - 6 Sigma
 - World-Class Talent with over 1900 professional employees
- **Strong Financial Performance**
 - 110%+ growth per year since inception with double digit profitability
 - Primary Financiers are TH Lee Putnam Ventures and Symphony Technology Group
- **Global Secure Infrastructure**
 - HQ in Palo Alto, CA; Offices in Waltham, MA, Nashville, TN, Dallas, TX with Delivery Centers in Bangalore and Pune, India



Mission and Vision

- For companies who want to globalize for competitive advantage and need complex analytics and commercial software engineering solutions, we offer high-impact business services that deliver measurable value.



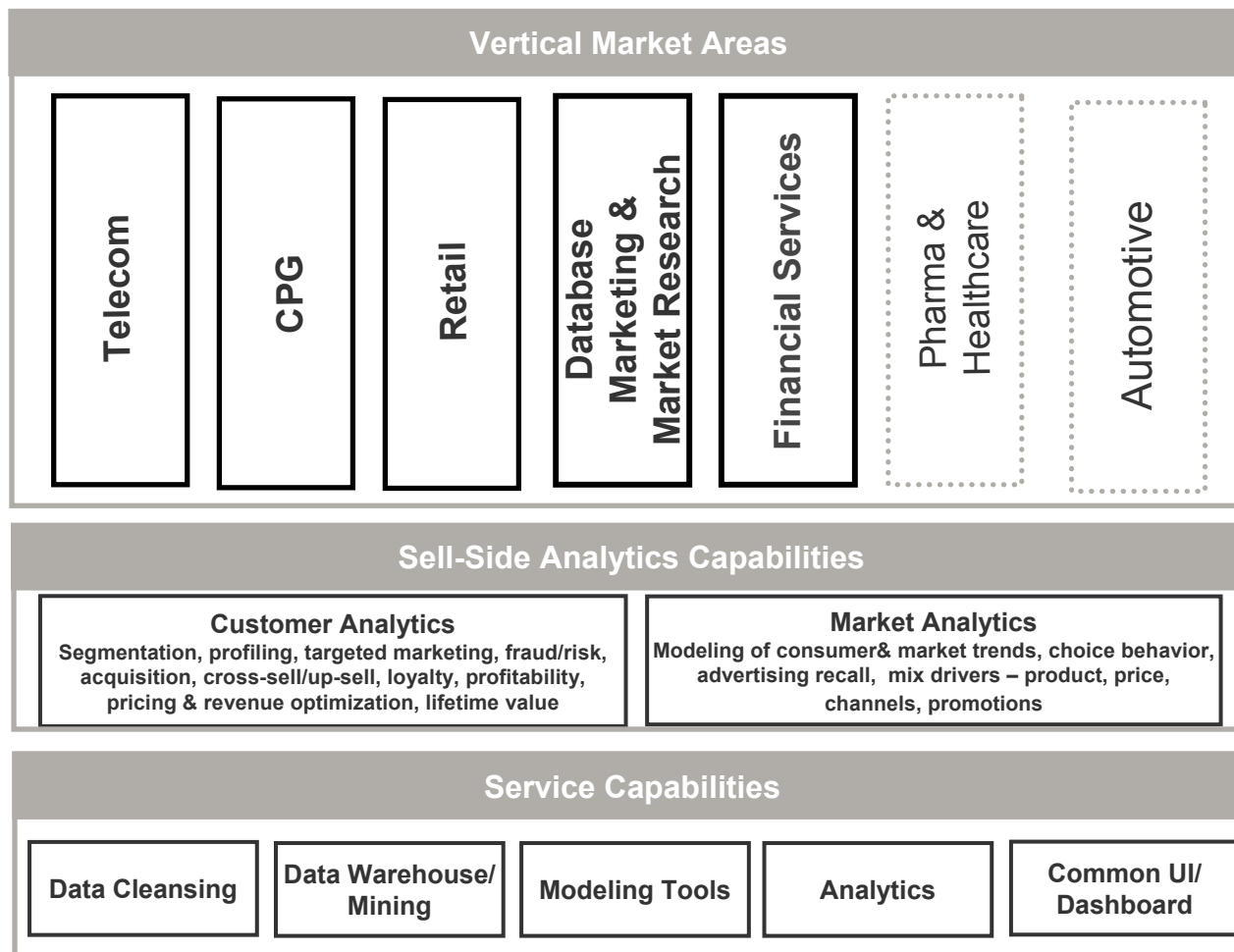
Our business units draw upon all 3 core competencies to add value and deliver services to our clients

Values

- **Delight the Customer** - We will be a great business partner. We will exceed client expectations and commitments all the time. We will proactively anticipate and address their needs and challenges.
- **Focus on Value** - We will be the best at delivering measurable value to our clients. We will nurture great talent and provide world-class domain expertise, processes, IP and facilities. We will not be mediocre at anything.
- **Team Work, Integrity ,Trust & Respect** - We will operate as a team and always strive to honor our commitments to each other. We will work with the highest level of integrity and show respect for all individuals.
- **Empower the Employees** - We will empower our employees to do what's right for our clients and for each other. We will operate as one global team committed to the highest standards of integrity and trust.
- **Think like Entrepreneurs** – We will nurture an entrepreneurial, high-performance culture where risk-taking and innovation are encouraged and high performance is rewarded. We will make work fun.

Demand Analytics Group Capabilities

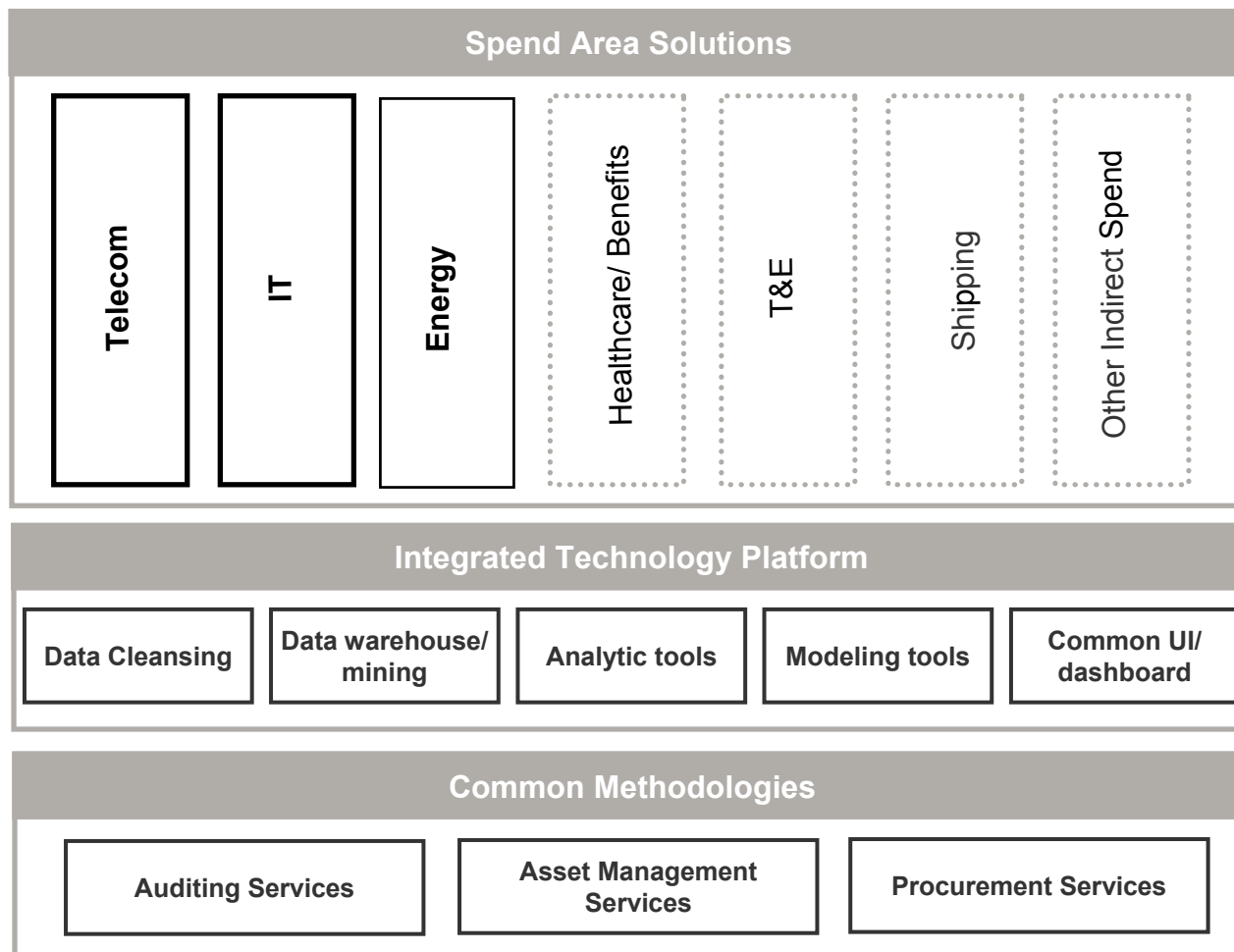
Delivering comprehensive, end-end solutions using analytics and vertical market expertise as core differentiators



- Key markets where growth, disruption (technology, regulatory, or market-driven), competition, and the proliferation of large amounts of customer data drive the need for advanced analytics approaches
- Domain expertise in Telecom, CPG, Retail, and Database Marketing & Market Research
- Sell-Side Analytics focused on increasing revenue and profitability with minimum investment and exposure
- Common processes for client engagement, data collection, reporting

Cost Management Group Capabilities

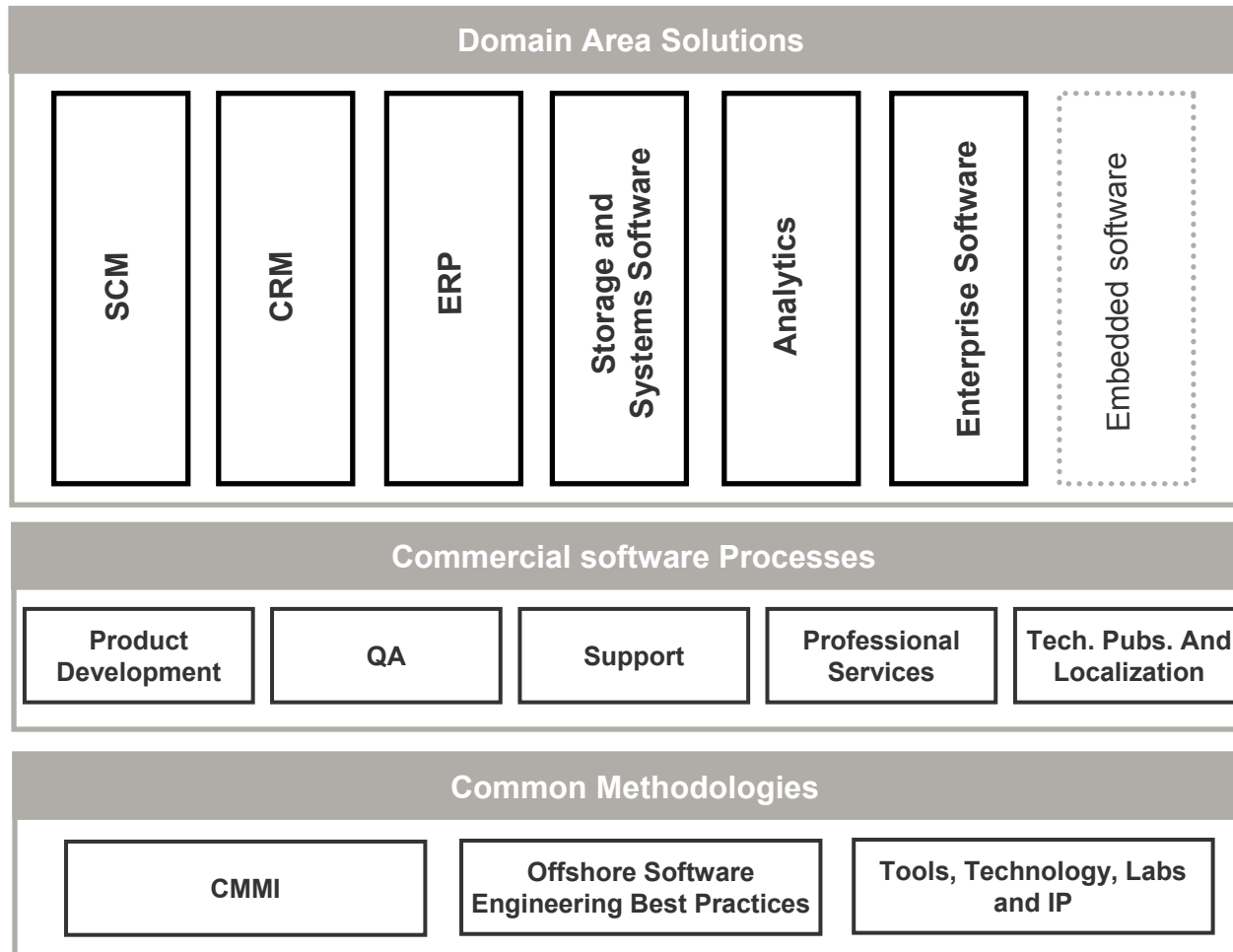
Provide an integrated, full suite of expense management solutions to help companies monitor, manage and minimize indirect spend.



- Spend area-specific integration, analysis, expertise
- Current focus on telecom and IT expenses offering full spectrum of solutions—from high-volume call accounting to full expense management
- Deliver as integrated platform, target offering at CFO-level; market spend area specific offering only when necessary
- Shared platform for as much of auditing, analysis as possible – limiting the amount of spend area-specific work necessary
- Common processes for client engagement, data collection, reporting

Commercial Software Group Capabilities

The CSG vision is to deliver a single, integrated solution for commercial software development that is high value/high impact for our clients.



- Deep domain experience
- Broad market opportunity
- Ability to build new domain GOC's on demand

- End-to-end commercial software solutions

- Value add processes, technologies and IP

Symphony Services: Corporate Management and Board Members



⌘ Romesh Wadhvani – Chairman of the Board

- *** Founder, Chairman and CEO of Aspect Development, Vice-Chairman of i2 Technologies
- *** Chairman and CEO of Cimflex Teknowledge Corporation, a company specializing in products and systems for computer-integrated manufacturing



⌘ Robert L. Evans – Board Member

- *** President & COO - i2 Technologies, Aspect Development
- *** Managing Partner - Accenture (Americas Supply Chain Practice)
- *** Founder and President, Caterpillar Logistics Services, a \$600 million BPO (supply chain) provider to the Global 2000



⌘ Gordon Brooks – President and CEO, Symphony Services Corp (SSC)

- *** Founder, President and CEO of E5 Systems
- *** Founder, President and CEO of Breakaway Solutions
- *** One of the original Senior executives for Cambridge Technology Partners, responsible for all the Americas, growing revenue to more than 600 million
- *** More than 24 yrs experience, including extensive outsourcing history in 11 countries at companies such as ADP and CSC



⌘ Ajay Kela – President, India

- *** Over 22 years of packaged and enterprise software product experience
- *** VP/GM at Autodesk; EVP at Concur; Entrepreneur-in-Residence with NEA
- *** Grew Autodesk's AutoCAD Division to approx \$450 million



Partial Client List





Information Resources Inc. (IRI)
Global Analytics Center (GAC)

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Information Resources Inc. (IRI)

MISSION : To be the leading global provider of market content, analytic services, and enterprise BPM solutions to the CPG and Retail industries

- A leading global provider of data and intelligence for the consumer packaged goods (CPG) industry for more than 20 years
- Headquartered in Chicago; present in more than 20 countries worldwide
- Revenue: \$500M+
- Key Clients: Pepsico, Gillette, Kellogg's, Unilever, Nestle, Cadbury Adams, Sara Lee, Masterfoods, ConAgra Foods, Novartis, Diageo, Hershey's, Johnson & Johnson, Bayer, ...
- Key Competitor: VNU (AC Nielsen)
- Acquired by Symphony Technology Group in late 2003



IRI – Global Presence



IRI – Key Clients



DIAGEO



IRI – Products and Services

■ Data Services

- InfoScan – Store tracking service based on weekly POS scanner sales data from 35,000+ stores
- Observational audit services
- Consumer Panel – 30,000+ households; demographic, lifestyle, and product purchase data

■ Technology Products

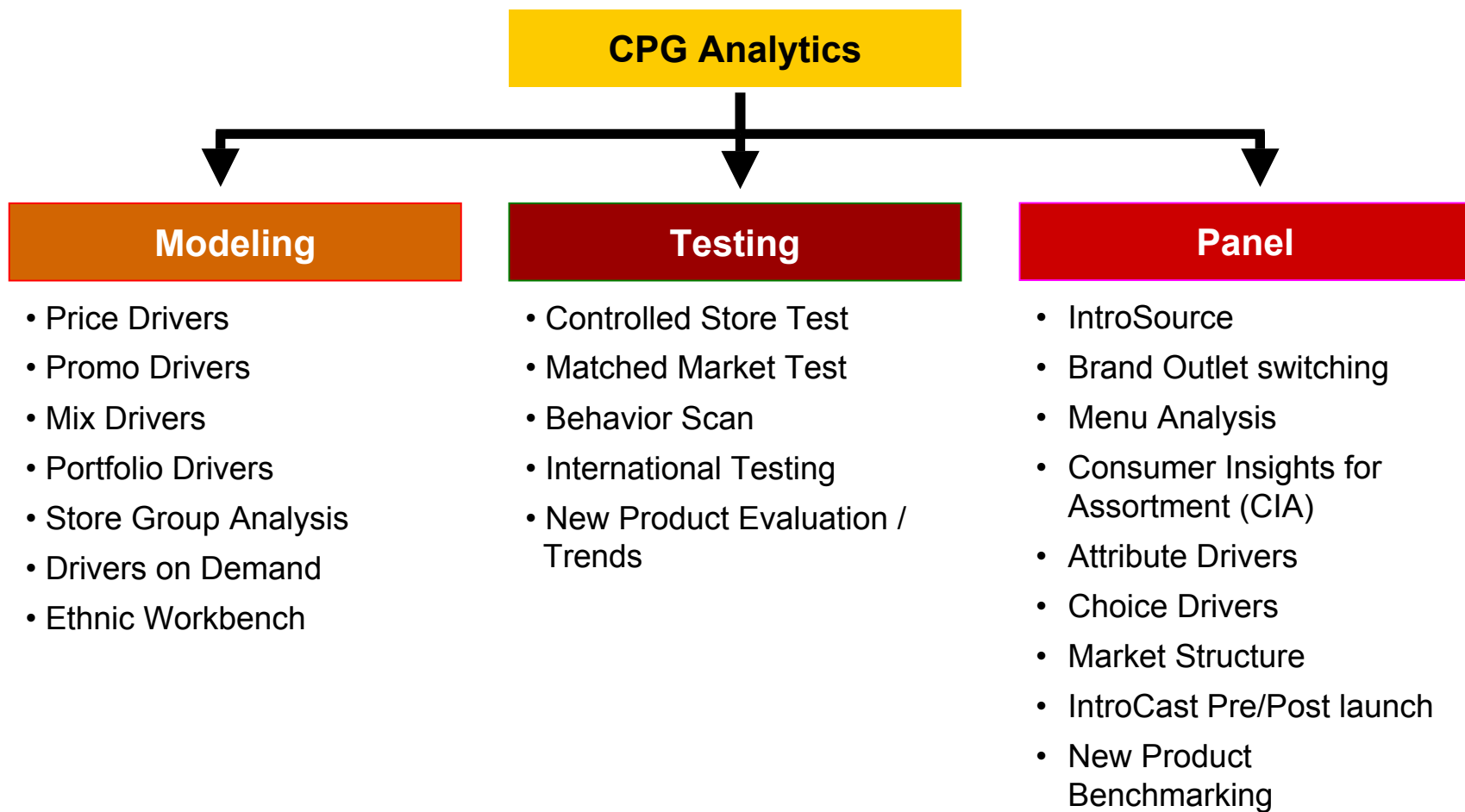
- Database Front-ends – Oracle Sales Analyzer, MS Office Plug-Ins
- Web-Based Information Delivery – CPGNetwork Portal, BPM
- Retail Space Management – Apollo

■ Analytic Solutions

- Advertising and Marketing
- Category Management, Pricing, and Promotions
- Consumer Understanding
- New Product Introduction



IRI – Analytics for the CPG Industry



CPG Analytics – Modeling

Price / Promo Drivers	Impact of price & promotions on sales
Mix Drivers	Effect of marketing on a Brand's sales
Portfolio Drivers	Incremental volume decomposition for a portfolio of brands (in the same category), including cannibalization
Store Group Analysis	Impact of across-store differences on sales
Drivers On Demand	Web-based tracking of decomposition of volume changes period-to-period
Ethnic Workbench	Sales tracking service for the Hispanic and African American markets

CPG Analytics – Testing

Controlled Store Test	Testing of in-store variables
Matched Market Test	Measures ROI of market-wide events / TV / print / outdoor & radio advertising
BehaviorScan	Effect of advertising on purchase
International Testing	Assist clients in planning & executing in-market tests outside the US
New Product Evaluation / Trends	Sales tool that compares IRI testing methodologies to ACN/BASES

CPG Analytics – Panel

IntroSource	Source of volume analysis for new products
Brand Outlet Switching	Source of volume analysis for existing products
Menu Analysis	Provides consumer traffic-building insights by analyzing the entire shopping basket
Consumer Insights for Assortment (CIA)	Measures consumer worth, loyalty, switching and product exclusivity
Attribute Drivers	Measure the effects of product attributes on base sales volume
Choice Drivers	Assist clients to effectively identify and target their brands' core customers
Market Structure	Uncovers insights about consumers product selection process
IntroCast Pre/Post Launch	Aids Managers to set sales targets
New Product Benchmarking	Provides insights into key success factors for new product introductions

Case Study – Price/Promo Drivers

Business Context

- Major US food manufacturer
- Portfolio of dry packaged side dishes
- Understand impact of pricing changes for 7 products
- Determine pricing strategy across portfolio

Solution

- Pricing and Merchandizing Analysis
- Regression models on historical store-level sales data
- Controlling for store-level differences, seasonality, competition, and category trends

Challenges

- Different pricing strategies across EDLP and Hi-Lo retailers
- Limited data for EDLP retailers
- Varying movement rates across categories

Findings

- Spectrum of price sensitivity across product portfolio
- Consistent response to competitor pricing and merchandizing
- Varying relative response to TPR vs. Quality Merchandizing
- Need for coordinated merchandising support within portfolio

Case Study – Mix Drivers

Business Context

- Major US food manufacturer
- Frozen dinner products
- Optimize allocation of marketing dollars

Solution

- Mix Drivers
- Regression models on historical store-level sales data and consumer promotion data (TV advertising GRPs, coupon drops, etc.)
- Controlling for store-level differences, seasonality, competition, and category trends

Challenges

- Different pricing strategies across EDLP and Hi-Lo retailers
- Limited data for EDLP retailers
- Varying movement rates across categories

Findings

- Majority of volume driven by marketing
- Majority of marketing-driven volume was due to TV Advertising – consistent with other new products in the same category
- Profitability of marketing medium highest for TV
- Varying response to TV advertising by geographic region

Case Study – Controlled Store Test

Business Context

- US packaged meat producer
- Line extension – new packaging
- High risk – large up-front investment on equipment, production capacity constraints, cannibalization concerns, high shareholder expectation
- Determine LOB impact and volume potential before national launch

Solution

- Controlled Store Test with in-store test execution by IRI
- Selection of Test and matched Control stores
- Isolate impact of new packaging – ANCOVA to analyze sales across test and control stores across pre-test and test periods
- Controlling for covariates such as competitor pricing and trade activity

Challenges

- Data was from external provider

Findings

- Net growth of total brand forecasted
- Specific numbers that allowed client to move ahead on a roll out plan, estimate production needs and create a positive sales story

Case Study – IntroSource Analysis

Business Context

- Major US food company – market leader in salty snacks
- Understand source of volume for a new product

Solution

- Cluster analysis
- Historical household purchase data
- UPC and store data
- Customer demographics

Challenges

- Limited data
- Panelists not motivated to enter data every shopping trip
- Irregularity in pattern causes panelists to drop out and lower sample size

Findings

- Accurate expectations of trier motivations
- Better understanding of effects of the product on own brand and competitors
- Ideas for improved retail strategy

IRI GAC – Areas of Interest and Expertise

■ Statistical Analysis and Modeling

- Hypothesis Testing
- Regression
- Linear Models for analysis of experimental/observational data

■ Marketing

- CPG (FMCG) Marketing
- Quantitative methods
- Marketing Mix
 - Products, brands, portfolios
 - Pricing and discounting
 - Trade and consumer promotions
 - Advertising
 - Trade channels
- Market research
- Retail execution

■ Economics

- Price and Demand
- Utility
- Consumer choice
- Econometrics

■ Tools & Technology

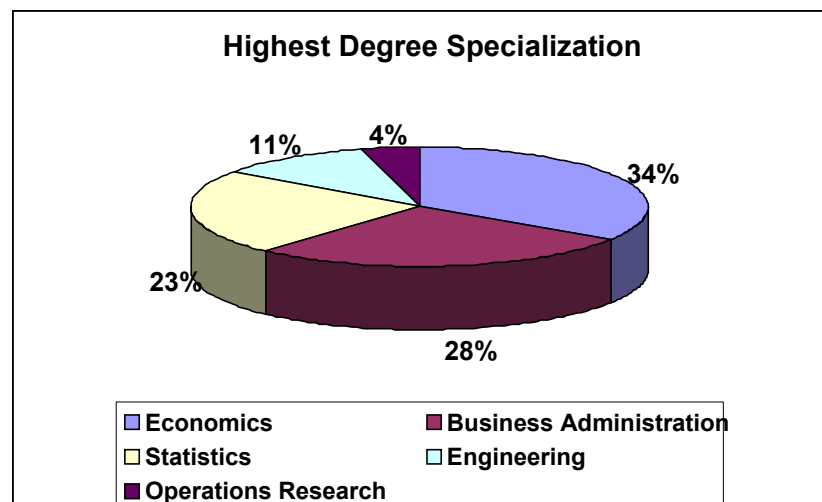
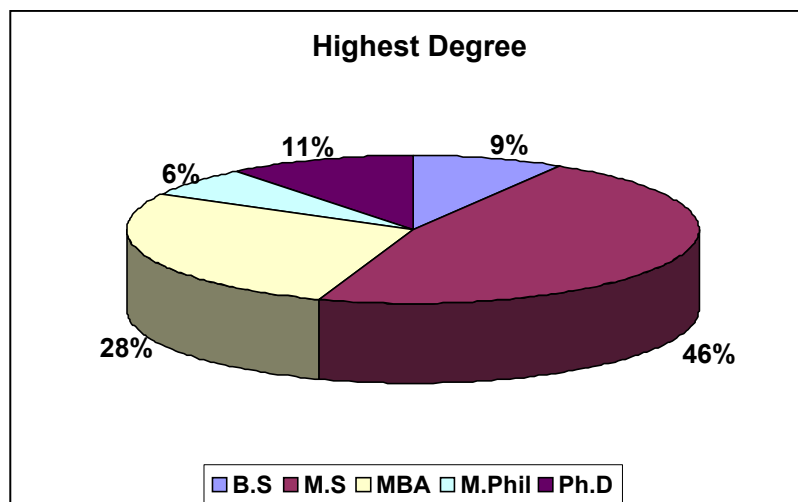
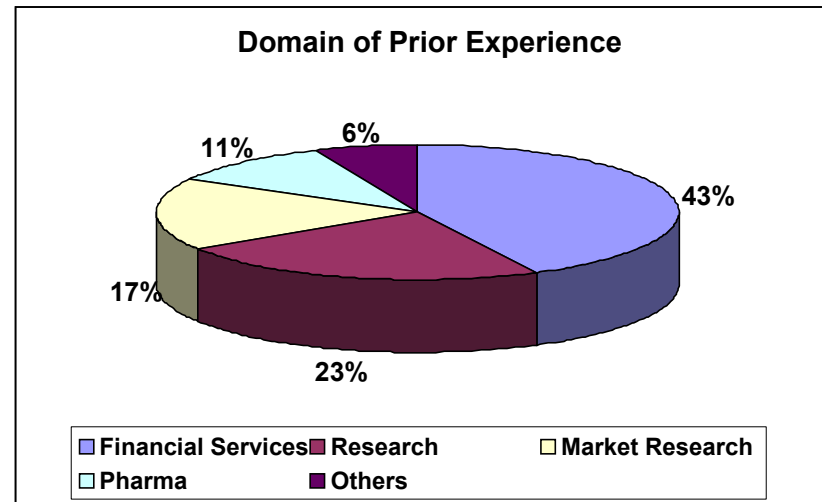
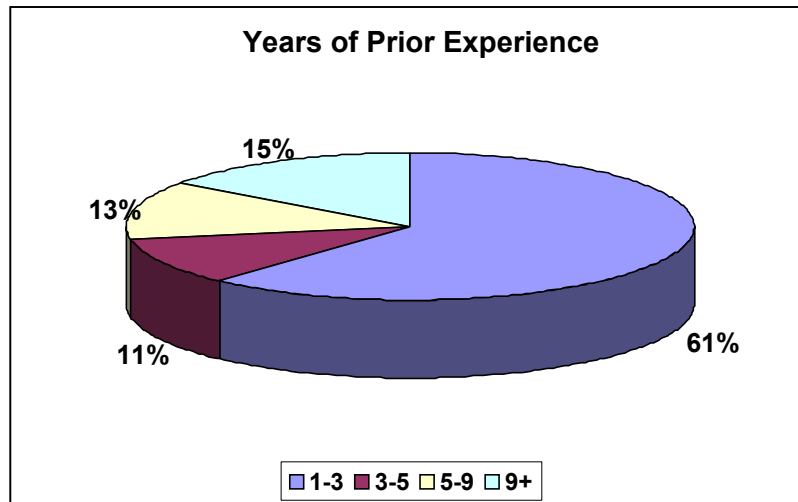
- SAS
- MS Office
- VB/VBA

■ Others

- Databases
- Querying and Reporting
- OLAP
- Data Mining
- Numerical methods and algorithms
- Optimization
- Meta-heuristics

IRI GAC – Current Team

70 People from varying academic backgrounds and varying levels of experience in different areas



Hot From The Press

...Symphony Services Corp India's proactive **internal career programme** called '**Quantum Leap**' has ensured that employee motivation is high... *Deccan Herald, 2004*



...The Learning and Development Managers at Symphony guide the aspiring employees by helping them choose the **right education program** to suit their career goals... *The New Indian Express, 2004*

...These **trainings** provide different results for different groups. At the junior level the emphasis is more on understanding different situations, learning techniques... *The Hindu, 2004*

...To **recognise and reward employees** there is a policy in place that encompasses spot contributions, quality initiatives, client satisfaction, employee satisfaction and outstanding organisation contributions... *Deccan Herald, 2004.*

symphony
SERVICES

Technologies

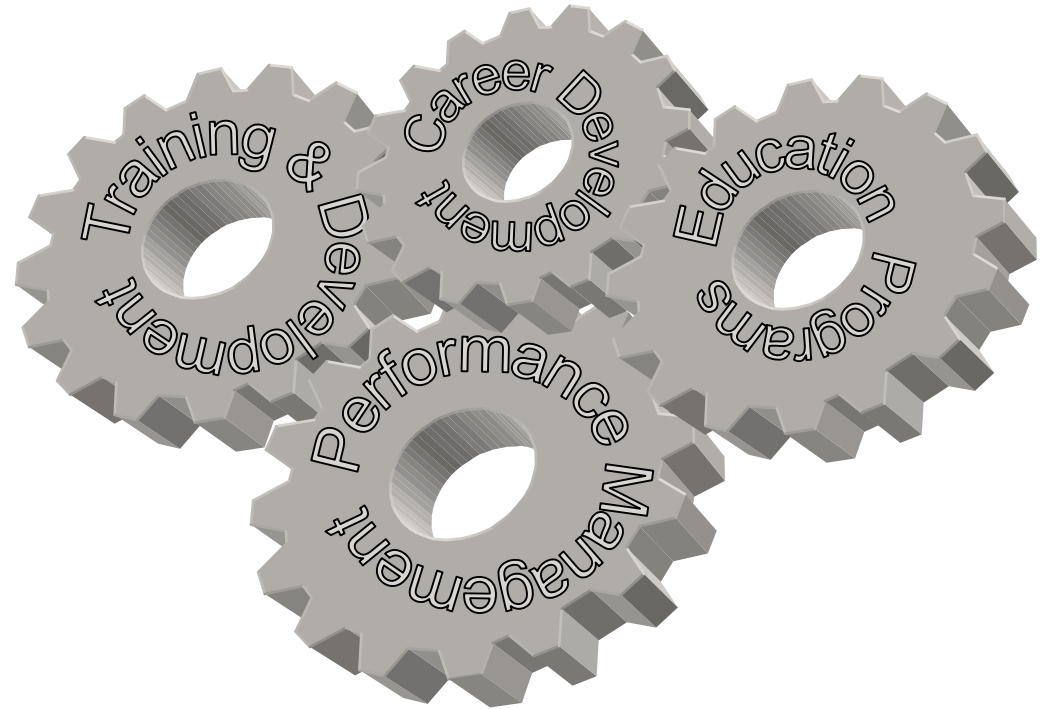
- **Domain** : SCM, ERP, CRM, BPM, BI, CAD/ CAM, Retail, Order Management, Telecom, Storage
- **Analytics** : OLAP, SAS, Statistical tools, Data Mining
- **Database** : Oracle, MS SQL, DB2
- **Operating System** : Windows, Unix (HP-UX, Solaris and AIX), Linux
- **Internet Technology** : J2EE, JSP, EJB, JMS, JCA, Java Servlet, Swings, JavaBeans, XML
- **Microsoft Technology** : C++, C#, VC++, .NET, ASP, VB, SQL Server, COM, DCOM, ATL, WMI, MMC, CSharp
- **Product Testing** : Testing tools – Winrunner, Loadrunner, Test Director, QTP, Silk Test, White Box, Black Box



Quantum Leap – Tightly Integrated People Development Model of Symphony

People Development Model is tightly integrated with:

- Performance Management
- Training
- Higher Education
- Career Development



Quantum Leap – Growth Path

Level	Technical / Consulting Professional Services Individual Leadership Path	Management Path	Product Mgmt Path	Support Path	Sales Path
M8	Chief Technology Officer Vice President	Vice President	Vice President	Vice President	Vice President
M7	Fellow - Chief Architect, Fellow - Chief Software Engineer Fellow – Chief Solutions Architect Fellow - Chief Consultant	Senior Director	Senior Product Director	Senior Director	Senior Client Director
M6	Chief Architect Chief Software Engineer Chief Sol Architect /Chief Consultant	Director	Director Product Development	Director	Client Director
M5	Senior Architect Senior Principal Engineer Senior Solutions Architect Senior Principal Consultant	Senior Manager Program Manager	Senior Product Manager	Senior Manager	Senior Client Manager
M4	Architect /Principal Engineer Solutions Architect Principal Consultant	Project Manager	Product Manager	Manager II	Manager II
M3	Lead Engineer Lead Consultant	Project Lead/ Module Lead	Senior Business Analyst	Manager I	Manager I
M2	Senior Engineer Senior Consultant	Senior Engineer	Business Analyst	Associate Manager	Associate Manager
M1	Software Engineer Consultant	Software Engineer/	Product Consultant	Senior Associate	Senior Associate
M0	Associate	Associate	Associate	Associate	Associate

Compensation & Benefits

- Compensation package one among the best in the industry and is aimed at not only attracting but also retaining the best talent
 - We are at the 85th percentile of the market
 - Salary structure comprises of Basic, HRA, Special allowance, Flexi allowance, Medical, Retention bonus, Provident fund and Gratuity

- Pre IPO \$ Stock Options for grade M1 and above

- Comprehensive Insurance coverage for self and family
 - Medclaim for self and direct dependents
 - Personal accident coverage for self



Performance Management and Career Development

- MBO based bi annual performance appraisal system
- Quantum Leap – Symphony Career Development Model provides a road map to achieving higher levels of performance
 - Encompass both Technical and Management path
- Continuous training for career progression
- Symphony University assisted Higher Education – offers scholarship up to 90%
- Our Rewards and Recognition Program encompasses awards for Spot contributions, Quality initiatives, Client Satisfaction, Employee Satisfaction and Outstanding organization contribution.



Employee Integration Programs

- Monthly TGIF Event with Games, dance, Beer and Snacks
- Celebrating special occasions such as Symphony Annual Day, Valentines Day, Diwali, Christmas, New Years etc...
- Participating in Inter Corporate competitions like Shuttle and Cricket
- Family events like Good Health Program, Kiddos Carnival etc...
- Employee Welfare initiatives such as Safety First Work Next, First Aid Training etc...



Corporate Social Responsibility and Other Benefits

- Symphony “Inner Voice initiative” supports social causes like Child welfare, Child labor, AIDS, Environment safety
 - Supports the children/dependents of deceased Symphonians
- Wide array of food courts to satisfy the gourmet needs of our Symphonians
- Concierge Service to take care of the domestic chores of our Symphonians
- All common processes like leave applications, travel planning, updating personal information, etc., are automated through the extensive use of Intranet making these activities easy and less time consuming

At Symphony all the benefits and employee policies are common across levels.



Why Symphony

- ❏ Unlike other software companies where the focus is IT Applications, the nature of work at Symphony revolves around **Core Product Development and Advanced Analytics**
- ❏ **Strong Technical Culture** built through rigorous process methodologies and maturity standards
- ❏ **Unique Process Model** that inspires engineers to improve existing processes through innovative ideas
- ❏ **Excellent Leadership** - management team possesses deep operational, domain and technological experience in the areas of software design and development, cost management and advanced analytics.
- ❏ Culture – **Openness, Meritocracy and Fun filled** environment.
- ❏ Life at Symphony is a replica of the **Silicon Valley environment** that nurtures innovation and entrepreneurship
- ❏ **Competitive Compensation** Package, **Pre IPO** \$Stock Options, **Higher Education** Assistance, **Comprehensive Health** Insurance **Plan** and other **Employee Friendly Policies**.



We promised our first employee the same thing
we promised our first client

Ideas, Growth & Trust

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