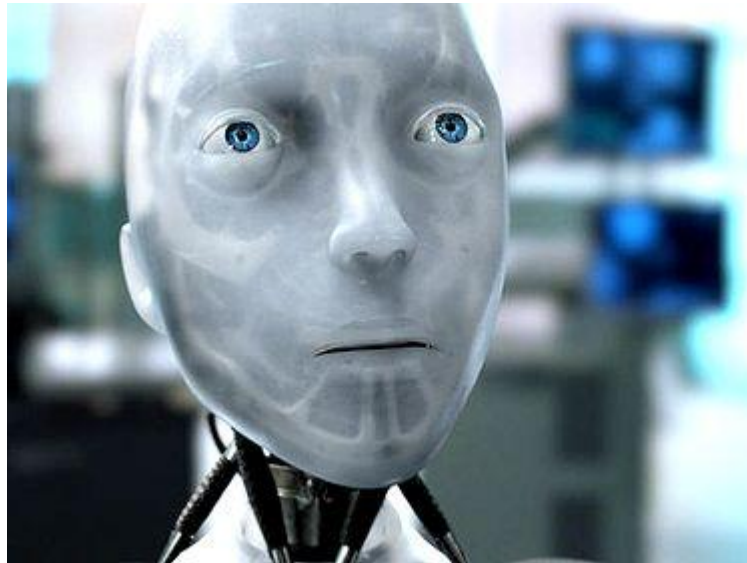


I'm not

So, who am I?



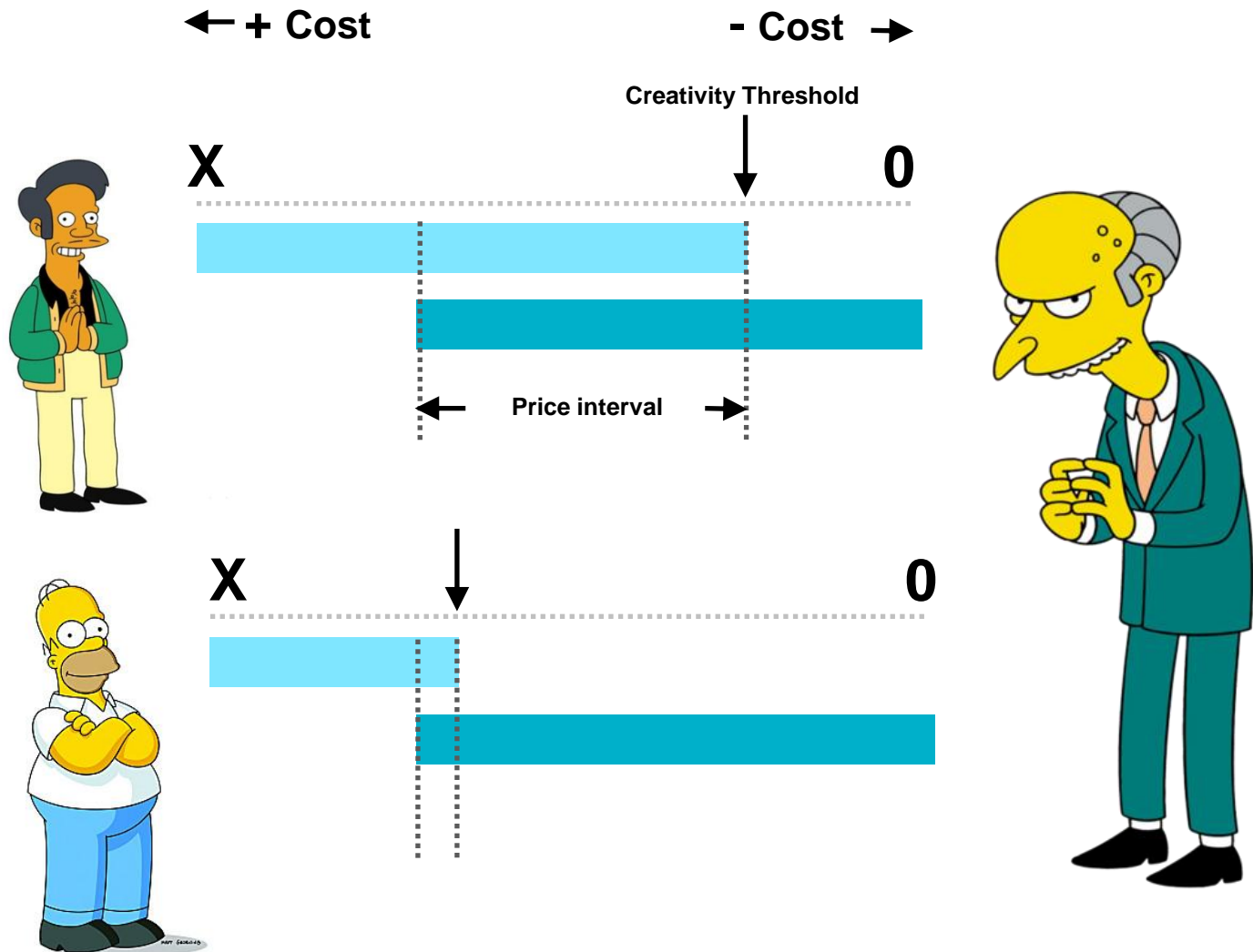
ME

Family guy
Global strategist
(niche) writer
(eternal) student
(occasional) speaker & MBA teacher

Suffering from fatherhood... 😊



Doing the kind of things a strategist is supposed to do...



I've learnt strategy as the rest of strategist in the world

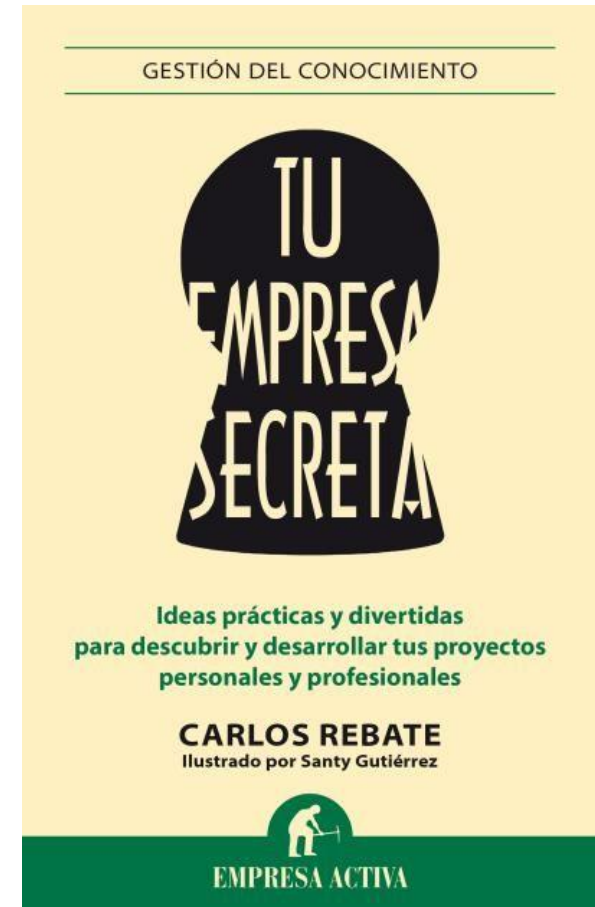
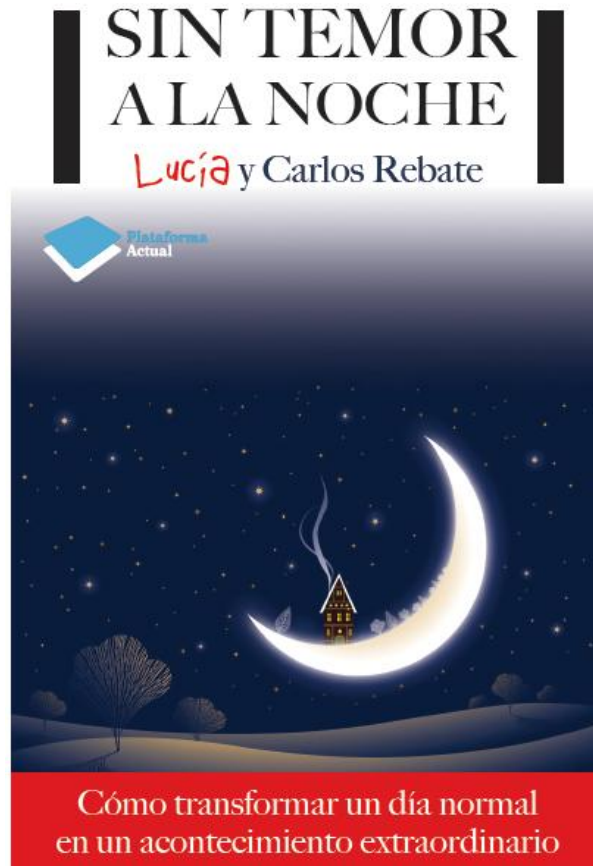


Writing for almost nobody 😊

Carlos Rebate y Alicia Fernández del Viso

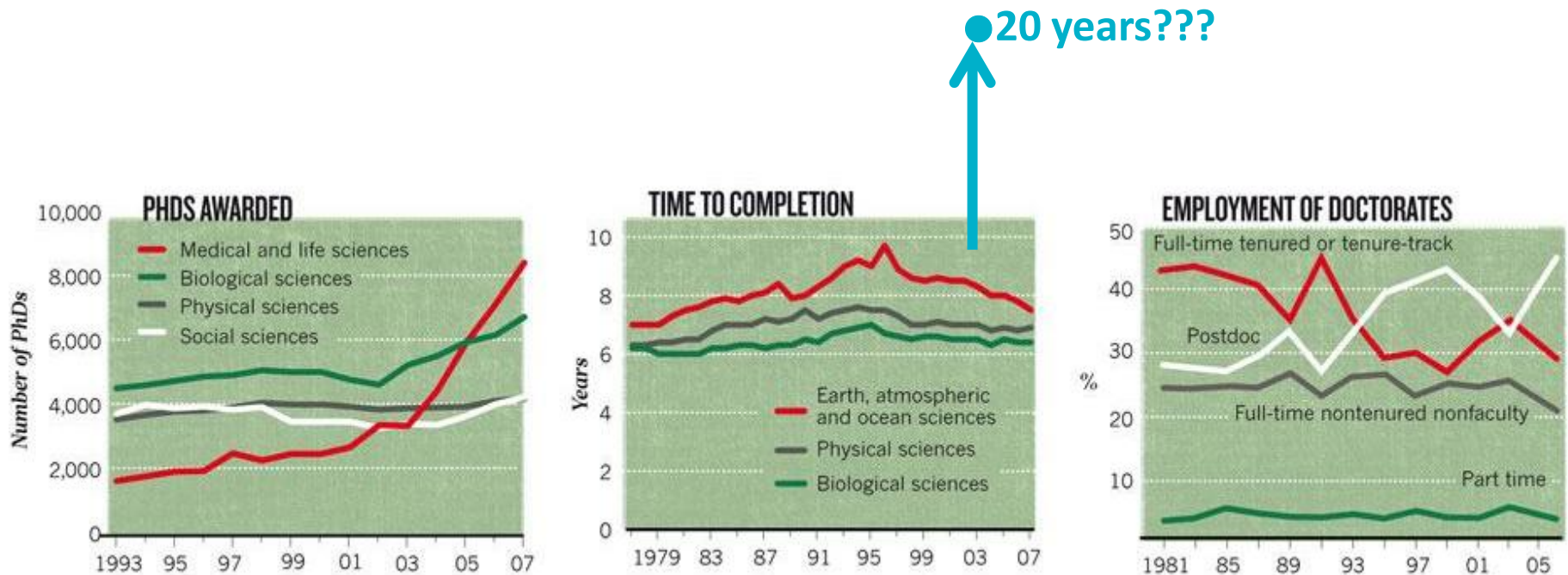
Las ruedas mágicas de la creatividad

Atrévete a transformar tu imaginación



Still working on my (eternal) PhD

3rd attempt!!!!!!!!!!!!



Making the audience die of boredom...



**And speaking English as most
Spaniards do 😊**



**Lot of words &
thoughts!**

(Spanish version)

Well... I....

(English version)

Somehow I'm a global delivery

impostor 😊

Wandering around...

from Bangalore to Silicon Valley

2010

BANGALORE, JAIPUR

INDIA SOFT
2010
*International
IT Exhibition & Conference*
Global Business Starts Here . . .

March 10- 12, 2010, Jaipur, Rajasthan, India

Organised by



Electronics and Computer Software
Export Promotion Council



2011 PUNE



2012

SILICON VALLEY



Analyzing

global trends

Leading different
change management
processes

Looking for
**new business
opportunities in
different geographies**

Market is a tough place

Low cost

High pressure

Low margin



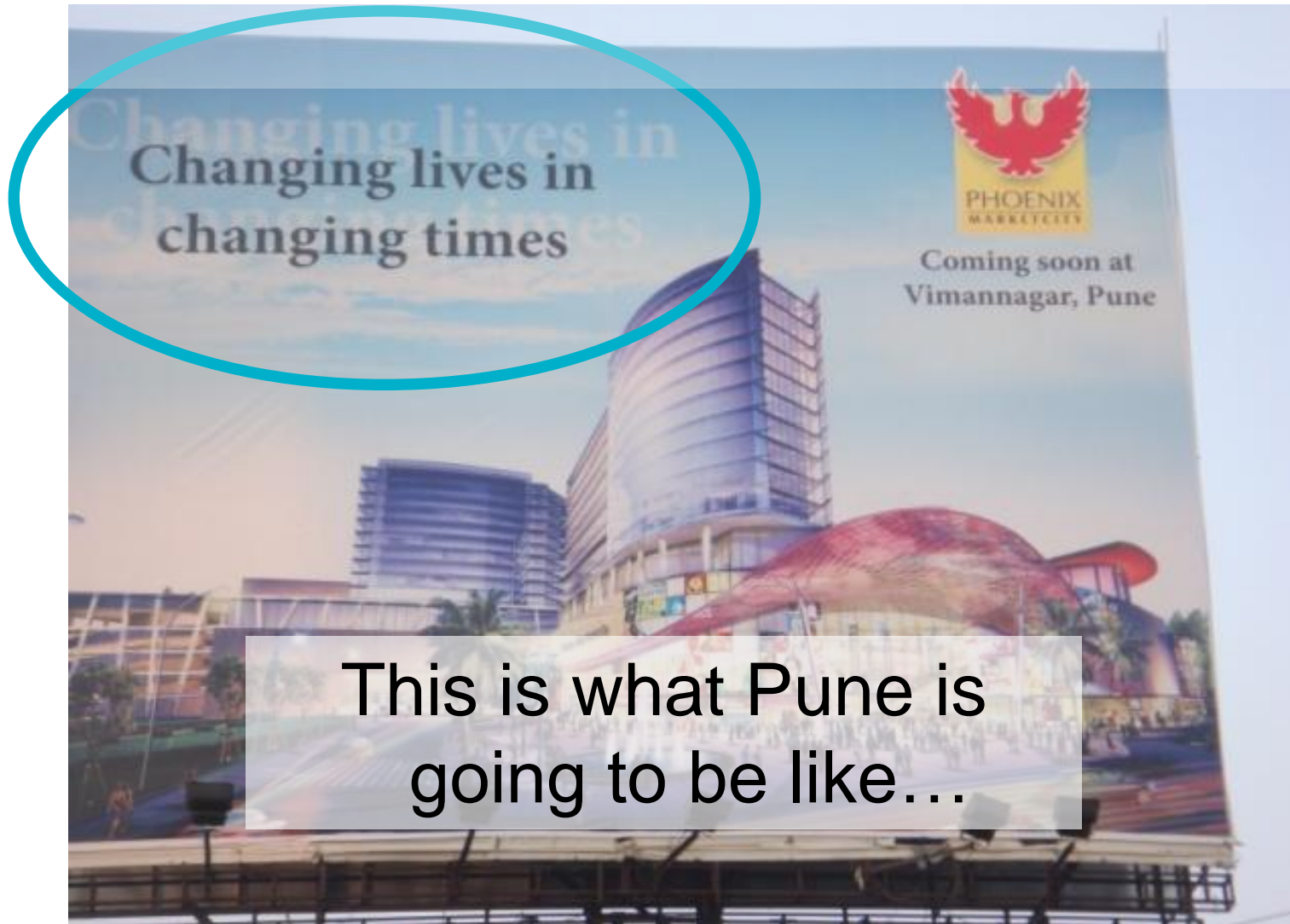
PUNE

AS BIG AS MADRID



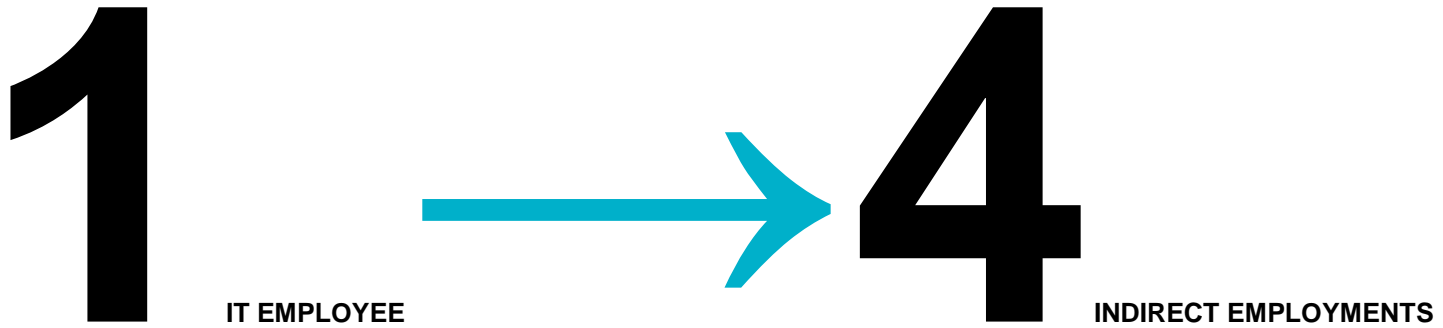
This is the way Pune is...

TIMES ARE **CHANGING** FULL OF BILLBOARDS



~4 M

~¹/₄ M



1 1/4 OUT OF 4

EMPLOYEES' GROWTH: A HUMAN RESOURCES HEAVY MACHINERY!!!

9 OUT OF **100** JOIN THE COMPANY

18.000 GROWTH EXPECTATIONS IN 2011

200.000 INTERVIEWS / YEAR

>800 INTERVIEWS / DAY

KEEPING AN EYE ON THE FUTURE

2050 → **x3** = 15 b US\$

Thinking on
competitive
advantages

Where
sustainable
competitive advantages are?

Myth 1

“There is NO country where
\$12/hour PhD-level programmers
are waiting for work”

John C. McCarthy

Forrester Vice President and Principal Analyst

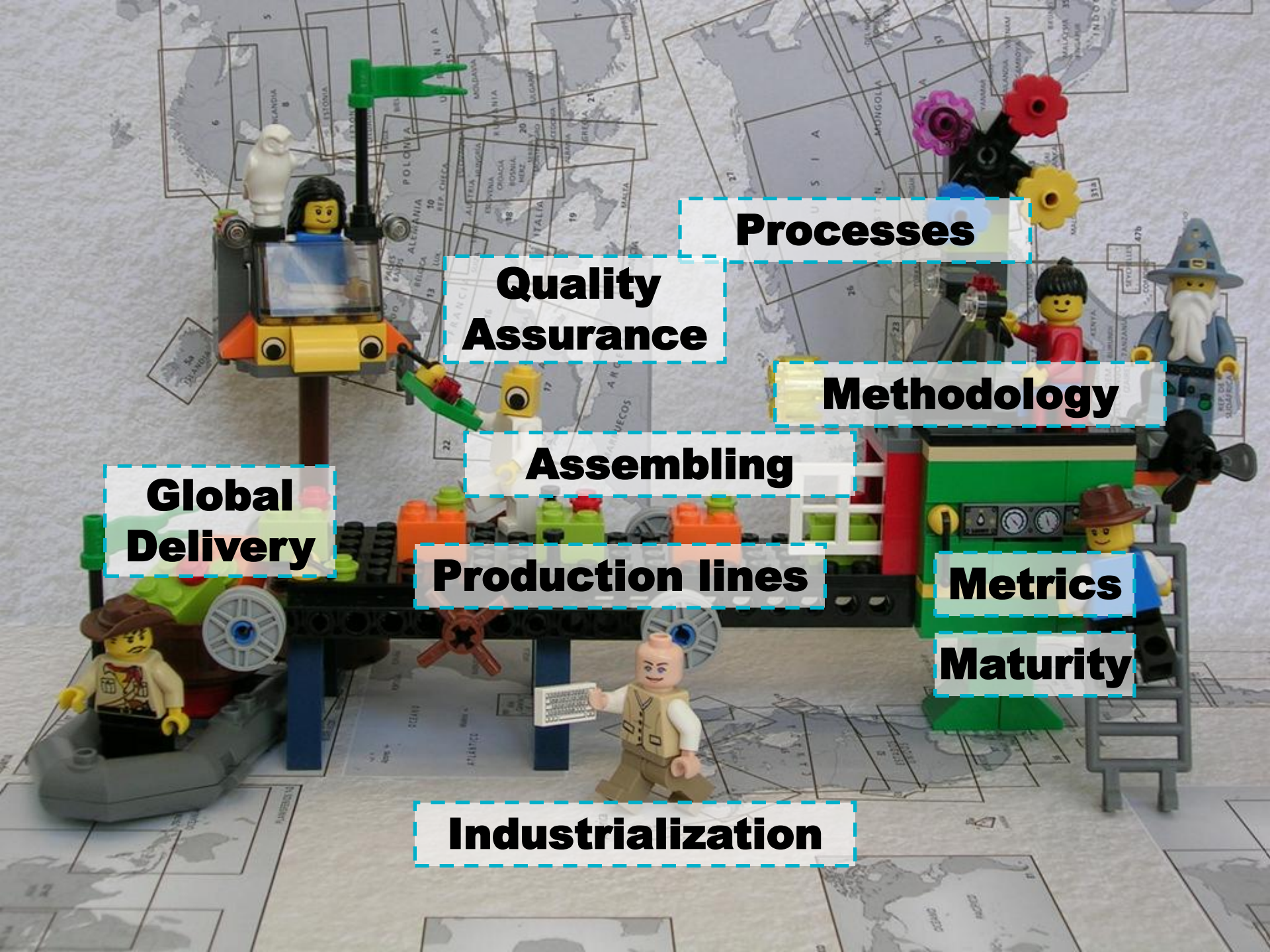
Myth 2

Labor costs are almost everything

Only 9% of the savings come
from labor arbitrage, 31% from process &
standardization

Myth 3

Process & standardization is almost everything



Processes

Quality Assurance

Methodology

Assembling

Global Delivery

Production lines

Metrics

Maturity

Industrialization

**Abuse of
industrial
language to describe our work**

Entering in an
alienating
process



Where is the **Value?**

In the **process!!! (*)**

(*) Tailored to work fine with low profile sw engineers

What else?

Where are people?

How much a software engineer is worthy?



A lot?



A little?





**Good
education!**

**Computer
Engineer,
Masters**



Year 1

**Low cost
Low margin
Specialization
Decoupling
Career
Offshore**

Year 2



Year 3



Year 4



Year 5



Year 10



- a) Die**
- b) Leave**
- c) Intellectual mutilation**

No big picture
(just a brick of the process)

Meaningless

No purpose

(purpose is key in inner motivation)

Low autonomy

(autonomy is key in inner motivation)

Low mastery

(mastery is key in inner motivation)



Where is the Value?

In the process!!! (*)

We prefer to focus on HARD indicators

**(revenues, labor costs, occupancy, indirect
costs, margin, EBIT, FCF, WC)**

**We can easily
MEASURE them**

**But SOFT indicators
have a HARD impact
on business results**

1st

**Manage Innovation,
flexibility & agility
across the whole
organization/value chain**

**Make a lot of decisions on processes,
culture, HR policies, organization...**



**RE-inventing
competitive
positioning
(all the time)**

2nd

Manage Diversity

**What's the price of
NOT managing
diversity?**

Although the world is flat...



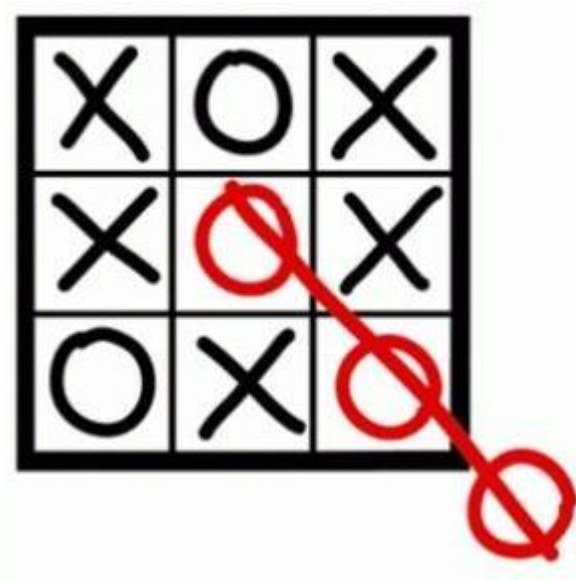
We still don't understand each other...



Culture is almost the big business barrier.
It's difficult to sell, perform and control a
couple of thousands km. far...



Diversity impacts on lateral thinking. Business and world under different perspectives



3rd

**Manage Happiness,
Purpose, Meaning**

ROI

of happiness

+300%

innovation

+44%

employee
retention/loyalty

+37%

revenues

+31%

productivity

-125%

burnout

-66%

sickness leaves

-51%

rotation





TONK

HIS **HELMET**
IS **STIFLING**.

KANK

HIS **SHIELD**
IS **HEAVY**.



YOUR
SPEAR.



YOU THERE
EPHIALTES.



MAY YOU
LIVE FOR-
EVER.



YOUR **SPEAR**,
LEONIDAS.



TOK



STELIOS.



Collaboration

Communication

Common vision

Cohesion

Building TRUST

Coherence

Inspiration

Respect

Recognition

**“For individuals,
character is destiny. For
organizations, culture is
destiny”**

Tony Hsieh

**My only
recommendation.
If you have just
1€/\$....**

Invest in CULTURE

Invest in PEOPLE

**Your destiny is at
stake**

Do you dare to jump?

Business centric / Business 1st



People centric / People 1st



THANK
YOU!





 [http://www.linkedin.com/in/](http://www.linkedin.com/in/carlosrebate) **carlosrebate**

 **@crebate**