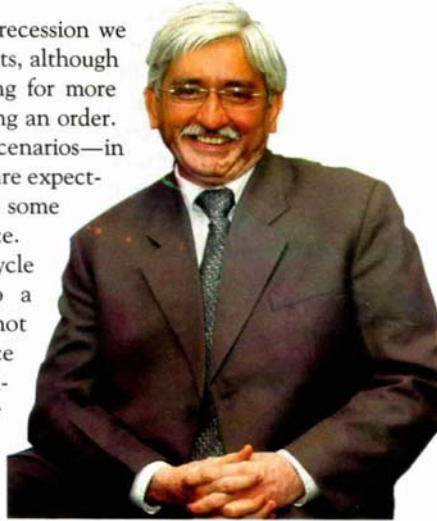


VISHNU R DUSAD CEO & MD, Nucleus Software

■ **Impact:** The global financial crisis has truly extended to the entire world and almost all countries are reporting lower growth or recessionary economic conditions. We believe there are opportunities as well as constraints and we are exploring different business models to effectively meet customer expectations on cost effective business solutions.

Despite the global recession we have not lost any clients, although new clients are looking for more assurance before placing an order. There are all kinds of scenarios—in some cases customers are expecting a very low price to some expecting deferred price.

Looking at the cycle now as compared to a normal cycle, there is not much of a difference due to the market environment except for the last few months where many things were going on. Firstly, there was the year ending taking place and everybody was just going slow at the end of the year. There were some delays but I think things have started looking much brighter now. Everybody is trying to bring in optimization wherever there are gaps and wherever they can see value.



■ **Challenges:** It is a difficult time for the industry on the whole. Our focus on quality continues. We have put special focus on Lean thinking and have the processes modified and rolled out for deployment; we are conducting frequent training sessions on standard processes to further strengthen it. The Lean and Kaizen initiatives have been initiated at Nucleus to improve productivity and performance of employees.

As a part of enhancement, we are also ensuring that our core methodology is based on the lean principles, which are essentially about ensuring that the customer value, as defined by the customer, remains the focus of the organization and any wastages in the value stream, as seen by the customer, are minimized or eliminated or brought to zero.

We have reduced and eliminated certain costs and have been able to keep the expenses in check owing to our unique business model (30% business and 70% IP) that also allows moving people at their/our own convenience to either side of the business as per requirement.

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