



Mahathir Mohamed's flagship Smart Schools project in the Knowledge Corridor), forayed into Africa and many other countries like China, one of the toughest markets to penetrate.

Having dealt with India's diversity, we were able to grapple with different cultures, social structures, education systems, policy and regulatory frameworks and managed to deal with these variances innovatively.

In the Middle East, for instance, we set up classical learning centres, with separate facilities for men and women, which took into account local sensitivities. We partnered with regional entities in Africa, to support entrepreneurial projects in the continent. In China, we embedded the NIIT curriculum and 'NIIT Inside' model in over 100 universities, a feat unheard of, even in India.

We explored different business models, and built a cross-cultural workforce. Where needed, we even made critical acquisitions that strengthened our 'local flavour' and ensured that we contributed

to the economy of the nations where we were present.

In 2009, we launched the not-for-profit NIIT University, with a vision of being the leading centre of innovation and learning in emerging areas of the knowledge society, based on four core principles — industry-link, technology-base, research-driven and seamless.

>> WAY FORWARD

In the years to come, just as organisations such as NIIT have convincingly proved, 'glocalisation' will become the norm. While learning organisations will be compelled to think global, as they integrate into the world economy, they will also have to act local, becoming a part and parcel of the internal milieu and facilitating change and growth from the inside.

Glocalisation is certainly the way forward towards building more relevant learning systems across the world, and through them, skilled global talent.