



## Intelligent Computing Chip

May, 2010

# More than a hole in the wall!

Hole-in-the-Wall, a unique project based on the theory of minimally invasive education and spearheaded by Dr Sugata Mitra, is successfully spreading computer literacy amongst disadvantaged children in remote areas of the country. **BY PRIYANKA TILVE**

If you give a young child a new toy, it will be only a matter of a few minutes before he/she has discovered how it works. It's the innate curiosity and the need to explore that children possess which fuels these discoveries. This formed the basis for a project headed by Dr Sugata Mitra, then the Chief Scientist at NIIT, who was curious to see how disadvantaged children with limited access to formal education would adapt to computers if given a chance. What started in 1999 from a slum in Kalkaji in Delhi, went on to reach remote areas of India and has even been adopted by several other countries around the world. We spoke with him to find out about this unique project, christened by the media as the Hole-in-the-Wall project.



Dr. Mitra with some children near the Hole in the Wall kiosks

**Q What was the inspiration behind this unique project?**

**A** Watching urban, rich children and how good they were with computers, I thought why not see if all children, no matter who they are, can do this. In 1999, my friend, Vivek, built a computer sunk into a wall near our office in Kalkaji, New Delhi. The screen was visible from the other side of the wall. A touch pad was built into the wall as well. Children came running out of the nearest slum and stuck to the wall like glue. A few hours later, a visibly surprised Vivek said the children were surfing the web.

**Q How did you monitor the data flow? What were your findings?**

**A** In 26 locations, with 100 computers standing in remote villages, our field observers began testing. Focus groups were tested for nine months and the results compared with control groups and other frequent users. An estimated 40,000 children used these computers. They have all made themselves computer literate. The average test scores stand at 40 percent in nine months. We have our proof of self-regulated learning. And this time we

know that it will happen anywhere in the world, to any child, in any climate.

We found that groups of 6 to 13 year-old children do not need to be "taught" how to use computers; they learn by themselves. Their ability to do so seems to be independent of their educational background, literacy levels, their social or economic level, ethnicity, place of origin, gender, genetic background, and even intelligence.

**Q What has your most amusing discovery been with the children using the computers?**

**A** A little girl who changes the name of DLL files so that others can't play her favorite game!

**Q Since these PCs are installed in open spaces, how do you ensure that they remain in working condition even under extreme weather conditions?**

**A** Touchpads would fail within weeks, Key tops would vanish, power conditioning would cost more than the PCs, and dust would get into everything! Between 1999 and 2002, my colleagues, Sanjay Gupta and Ravi Bisht, made inventions that solved all these issues. They invented new mice, keyboard covers, reversed exhaust fans and many other little things. They made it possible for ordinary PCs to work outdoors.

If a computer were to hang in a remote village, would someone have to

### THE TECHNOLOGY BEYOND THE WALL

The mouse has six touch sensitive spots; four to move the cursor and two for left and right clicks. It is completely solid state and has no moving parts. The keyboard is covered with a perspex cowl that has an opening designed such that only small hands will go in. An aluminium sheet with cutouts exposes only the keytops, so that keys cannot be

removed. The entire enclosure is maintained at a positive pressure by blowing air into it through a filter. This ensures that air spills out of the structure and prevents dust from entering. An environment sensor records the temperature and humidity in the enclosure and reports them back over the Internet.

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fly there from Delhi? We wrote software that would let us “see” our computers from anywhere through the Internet. We wrote software to prevent Windows from hanging, and to protect desktops from accidentally getting deleted.

**Q How do you ensure that the PCs are not misused for viewing inappropriate content over the web?**

**A** There is a frequently voiced concern about access to pornographic material through kiosks that are connected to the Internet. While this has happened once in a while, it is quite rare. First of all, our kiosks are meant for children below 15 years. That audience has only some marginal curiosity about pornography, that too among the upper age groups. Second, our kiosks are in highly visible public places, which make it rather difficult for children to browse pornographic content. Third, our kiosks are monitored remotely and the screens are visible over the Internet. The children know this as every kiosk has a sign announcing it. Also, the kiosks are designed to be used by children, making it difficult for adults as they would need to be in a rather peculiar position to use them. It is interesting that some adults have, nevertheless, not been thwarted in their attempts to misuse the kiosk. Fortunately, their numbers are small.

**Q What were the initial reactions from the children?**

## WHAT NEXT?

Currently, in his capacity as a Professor of Educational Technology at the School of Education, Communication and Language Sciences at Newcastle University, UK, Dr Mitra is experimenting with this concept in schools there with 8-12 year-old children. The students are divided into small groups and asked to answer basic science questions with the help of the Internet. After finding the answers, the children bounce ideas off each other and discuss them amongst themselves. And when the students were given a surprise test a couple of weeks later on the same subject, they scored well. This showed that they were capable

**A** They take about 20 minutes to figure out the mouse. Then they start to work in groups and rapidly progress with trial and error. But how does this magical computer literacy happen? It took five years, a lot of travel, and a lot of money to find out. There were great surprises and many disappointments on the way. But in the end, nature's lessons were simple, direct, and, in retrospect, obvious. After the heady rush of the Kalkaji experiment, it was time for some scientific introspection. Within six months, the children of the neighbourhood had learned all the mouse operations, could open and close programs, surf the Internet, and download games, music and video. When asked they said they had taught

of learning on their own. They related this information with their immediate environment and also retained it much better.

In another interesting incident, when Dr Mitra had last visited India, he asked the children in Hyderabad what they would want to use Skype for. He was surprised when the children replied that they would want a British grandmother to read them fairy tales. So he has recruited a British woman to spend a few hours each week reading to the children, and has set up webcams so that a life-size image of the storyteller is projected on to a wall in India.


themselves. They were describing the computer in their own terms, often coining words to describe what they saw on screen. The hourglass symbol was “damru”, the mouse cursor, “sui” or “teer”.

**Q How is this project funded?**

**A** The initial funding was from NIIT, the IFC, ICICI Bank, the Government of Delhi, etc. Now the intellectual property is with 'Hole in the Wall Education Ltd', a joint venture between NIIT and the International Finance Corporation. They service all orders.

**Q In what ways would you say this project has helped disadvantaged children?**

**A** A very large number of children seem to benefit from the kiosks. In independent studies conducted at Madangir, New Delhi, three organizations concluded that 6,000 out of the 9,000 children in the area were computer literate. This was achieved over three years through 20 effective computers. This indicates that up to 300 children can share one playground computer.

If the Hole in the Wall project is changing the children's analytical skills, English and other language skills, and certain value systems, then its consequences are far greater than I could ever have imagined. In the slums, local adults laugh and say, “If you take away their free time, petty crime and other naughty stuff will not happen”. I am amazed that I never thought of it that way. 



A typical Hole in the Wall computer kiosk and (inset) the touch-sensitive mouse.

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**Economic Times , New Delhi**

May 8, 2010

# NIIT profit zooms 40% to Rs 24.7 cr

Our Bureau  
NEW DELHI

INDIA'S largest IT training company NIIT on Friday reported a 40% rise in its quarterly net profit to Rs 24.7 crore, from last year, on the back of increased enrollments and return of growth in the job market. "Hiring is back in full swing in IT, financial services and BPO sectors. We expect large growth from the education sector with the government passing the Right to Education Act, this year," NIIT CEO Vijay K Thadani told **ET**.

The jump in this quarter's profit was due to a lower base last quarter. The company always incurs a lower growth in the December quarter, due to the seasonal nature of its business, dependent on academic sessions.

The company's quarterly revenues



**HIGH JUMP**

**The company is now bullish on the market as it sees an improved recovery in the US, critical for the growth of the export-oriented IT training industry in India. It is also bullish on training for the government sector**

grew by just 2% to Rs 475.6 crore, due to a market meltdown last year. Its yearly net profit grew just 1% on the back of a 6% rise in annual revenues. NIIT stock declined 3.7% to Rs 67.60 on the Bombay Stock Exchange.

However, the company is now bullish on the market as it sees an improved recovery in the US, critical for the growth

of the export-oriented IT training industry in India.

The company is also bullish on training for the government sector, especially the Unique ID Authority's training project, for which it plans to bid.

During the quarter, NIIT opened its largest global centre in Wuxi, China. It also added 2,812 schools, including re-

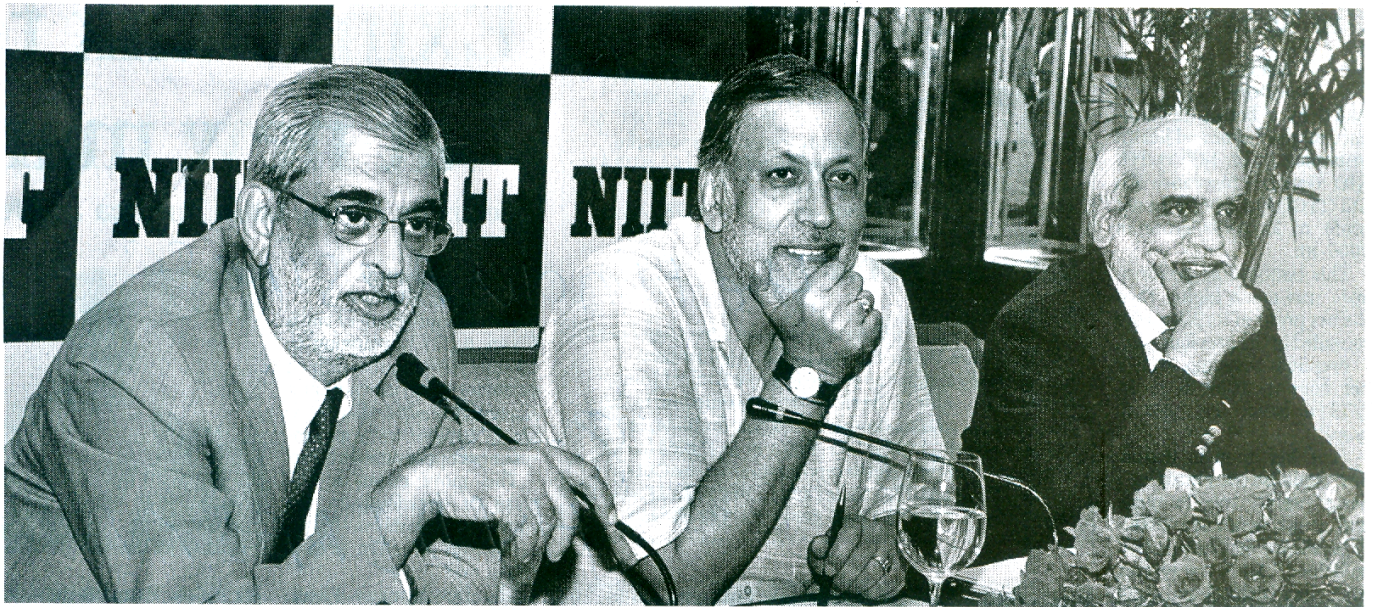
peat orders from the states of Gujarat, Assam and Andhra Pradesh. School Learning Solutions recorded net revenue of Rs 32.1 crore. During the quarter NIIT's School Learning Solutions crossed a milestone of reaching out to over 15,000 schools.

The company's Individual Learning Solutions business grew 11% year-over-year to a net revenue of Rs 114.4 crore, supported by 18% increase in enrollments.

While the operating profit grew to Rs 28.2 crore, up 19% year over year, the operating margin grew by 177 basis points to 25%, due to improved product mix and growth in international operations. The board recommended a dividend of 70%. Corporate Learning Solutions business recorded net revenues of Rs 139.3 crore.

## Hindu Business Line , Hyderabad

May 8, 2010



**Report card:** The NIIT Ltd Chairman, Mr Rajendra S. Pawar, flanked by the CEO, Mr Vijay K. Thadani (left), and the COO, Mr P. Rajendran, announcing the annual results of the company in the Capital on Friday. — Kamal Narang

# NIIT Q4 profit rises 40% on higher margins from IP-based revenue

**Our Bureau**

New Delhi, May 7

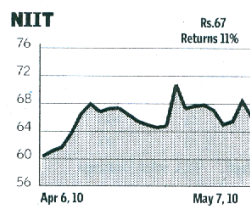
IT training major NIIT Ltd on Friday posted a 40 per cent rise in net profit for the fourth quarter ended March 31, 2010 at Rs 24.7 crore. The company said it sees positive momentum on enrolments with the opening up of job market.

The global system-wide revenue was up two per cent at Rs 475.6 crore during March quarter compared with Rs 465.2 crore in the year ago period. The growth in net profit has been on account of higher margins from IP-based revenue including online learning solutions.

"Like the industry, for NI-

IT too the year started on a cautions note but the market has been improving with every quarter. Our focus area has been profitability and efficient cost management. We have seen positive tailwinds such as enrolment growth with regard to the IT program (18 per cent growth in Q4) and rebound in banking sector," the NIIT CEO, Mr Vijay K Thadani, said here.

He pointed out that while the US market is recovering, Europe continued to be uncertain. Another area of uncertainty has been the currency volatility, Mr Thadani said adding, that currency volatility had a negative



impact of Rs 10 crore on revenue, during the quarter.

The net revenue (which excludes revenue realisation for franchisees) in the fourth quarter stood at Rs 295 crore, two per cent dip over the year ago period. "This number is purely a function of channel mix," Mr Thadani pointed out.

**TO PAY 70% DIVIDEND**

The operating margins saw a 401 basis point improvement at 16 per cent in quarter. The board has proposed a dividend of 70 per cent, Rs 1.40 per share.

The Individual Learning Solutions business grew 11 per cent year on year to net revenue of Rs 114.4 crore in the quarter; the operating margin grew 177 basis points to 25 per cent on improved product mix and growth in international operations.

The School Learning Solutions business recorded net revenue of Rs 32.1 crore; the operating margin grew by 499 basis points to 23 per

cent. Institute of Finance, Banking and Insurance posted a 49 per cent growth in enrolments. NIIT's Corporate Learning Solutions logged net revenue of Rs 139.3 crore.

For the full fiscal ended March 2010, the net profit was up one per cent at Rs 70.2 crore while the global system-wide revenue increased six per cent to Rs 1796.4 crore.

The company reported a 32 per cent increase in operating profit to Rs 156.9 crore in FY10, while operating margin at 13 per cent, represented a 275-basis point improvement.

## Business Standard , Pune

May 5, 2010

### **NIIT profit surges 40%**

BS REPORTER

New Delhi, 7 May

**I**nformation technology (IT) training solutions provider NIIT Ltd today posted a 40 per cent increase in net profit for the fourth quarter ended March 31, 2010. Net profit stood at Rs 24.7 crore compared with Rs 17.7 crore in the year-ago period. Global system-wide revenues for the quarter, at Rs 475.6 crore, were up two per cent from Rs 465.2 crore posted in the corresponding quarter a year ago.

DNA, Mumbai

May 25, 2010

# CZAR ANAND ARRIVES

Media frenzy greets the world chess king at Chennai airport

D Ram Raj, Chennai

Their high fives and hugs at the Chennai airport gave one the impression that they themselves had won a world title. But they were visibly elated because they had interacted - though very briefly - with undisputed king of the world chess, Vishwanathan Anand. Their overwhelming joy was justified as the 30-odd young chess players almost lost an opportunity to meet Anand due to the media frenzy.

"We are very thrilled that we were able to shake hands with Anand Sir. We told him Congrats and all the best. We could not speak more though we would have liked to have heard him say a few words," a group of young girls, who were doing a jig after shaking hands with Anand, told DNA on Monday.

Though the All India Chess Federation and Tamil Nadu Chess Association had planned a grand reception for Anand on his return from Bulgaria after winning the world title for a historic fourth time, the scenes at the Chennai international airport turned chaotic the moment Anand came out of the lounge.

Anand and Aruna, who landed here via Frankfurt by a Lufthansa flight that touched down as scheduled, were received inside the airport lounge by a small group of family and officials. Anand's parents, Aruna's parents, All India Chess Federation secretary DV Sundar, officials of Tamil Nadu Chess Association and officials of Anand's sponsor NIIT were on hand to garland the hero and present bouquets.

Anand spent few minutes with his parents and in-laws showing them the glittering medal. Anand left the airport after obliging the airport officials who sought to take pictures with him.

The "unruly mob" of TV cameramen and photographers, who almost gheraoed Anand making it difficult for the world champion to even address the media let alone the young chess enthusiasts who had been waiting outside for nearly an hour, forced the security to



**MEDAL-MAN:** Viswanathan Anand shows his medal to mother Susheela as wife Aruna looks on in Chennai on Monday -PTI

usher Anand into a white Toyota Innova car. After anxious parents pleaded with the federation officials, the glass window of the car was briefly rolled down for Anand to shake hands and accept the bouquets from the young chess players and fans. With the media personnel not heeding to any advice, the car drove away leaving behind Aruna Anand, Anand's parents and in-laws to take different vehicles.

"He is a great inspirer for our children and it is because of him chess has become so pop-

ular in India. We are really proud that Anand is an Indian and it great to be among such a chess fraternity," businesswoman Manomani, whose seventh-standard studying daughter Manasa plays chess at T Nagar Club, said.

Aruna, who stayed back to organise the luggage, later obliged the media with her sound bites. "We specially savour this triumph as it came against great odd - some unexpected such as the volcanic ash that forced us to drive for 40 hours. In fact many people were unhappy when Anand agreed to play in Bulgaria. But he took it as a challenge and ran the extra mile to win the title," Aruna said.

Asked about the 40-hour drive to Bulgaria in a bus, she said, "We were reminded of our school excursions with so many places to visit during the drive." Stating that the next one month would be devoted to rest and catching up on sleep, she said "We were touched by the gesture of Kramnik. It is just not the psychological angle, Kramnik started getting his hands so dirty that we thought he was a part of our team."

On turning point in the 12th game  
My nerves held up better than his and I defended the title successfully. You provoke your opponent to make mistakes and it could be because of the accumulate fatigue of 11 tough games that something gave way in him faster than me.

On achieving the world No.1 ranking  
I hope to achieve this soon as I have gained some points. I am within sniffing distance of becoming world No. 1 and hope to achieve it soon.

On whom he owes his success to  
I think it is both my mother and wife as both have accompanied me a lot. In the first 10 years, my mother used to go every where with me and now the same goes with Aruna.

Back home, Viswanathan Anand took time out to answer a few questions at a city hotel in Chennai. Excerpts:

**On uniqueness of the win**

This was one of the most spectacular victories because of the many firsts. This was the first time I missed my flight. This was the first time I went to the championship in a bus. This was the first time we got a speeding ticket. This was the first time we got affected by a volcano. This was the first time that two non-Soviets were contesting in the title championship after 1921. This was the first time that a defending champion bounced back to retain the title after losing the first game.

**On the course of the match**

Every game was hard fought and intense. Not a single match ended in less than four hours. That is why I felt it was greater to pull it off in the end.

**On whether it was tough on the board or off it**

The match was tough on and off the chess board. In my earlier match against Kramnik, I was able to build a huge lead. This was the sternest test for me.

## 'This title is unique for its many firsts'

**On his next assignments**

In chess, strategies have to keep changing constantly. But today the pace of change is very fast. It may be another two years before I defend my title, but two years can just fly off. I have to start working intensely from July.

**On his message for youngsters**

Simply make sure that you respect the game and stay focused. I found that when I worked hard and did not take results for granted, I did well. If you relax then consequences follow.

**On help from Garry Kasparov and Vladimir Kramnik**

It gave me a great boost to have Garry Kasparov and Vladimir Kramnik cheering me. We had fought for lives against each other and suddenly they were calling me up, encouraging me and giving me a lot of insights. This was the first time that Kramnik shared his perceptive with me.

**On his calmness despite all the pressure**

I am very relaxed now. In these events, you have to be in your own skin. It won't do me good to try and emulate others. You have to find your comfort zone and stay strong within it.

**On his experience of playing Topalov**

An incredibly tenacious fighter and I was

## Hitavada, Nagpur

May 25, 2010

# *I have proved I have the killer instinct: Anand*

CHENNAI, May 24 (PTI)

**GRANDMASTER** Viswanathan Anand on Monday said by winning his fourth World Chess Championship title early this month he has proved wrong his critics who accused him of lacking in killer instinct.

Anand retained his World Chess Championship title after beating Bulgarian Veselin Topalov in a nerve-wrecking 13th and final game on May 11 in Sophia and the Chennai-born Indian said the triumph was a special one.

"Generally people accuse me of lack of nerves or killer instinct. My nerves worked better. I defended the third title in a row and that is very special," he told reporters here.

Anand said the contest against Topalov was the toughest of the World Championship matches that he had played and his Bulgarian opponent was an incredibly tenacious fighter.

"It was the toughest that I played. Every game was intense and hard fought. We almost never finished a game under four hours. It was exceptionally tense and nerve wracking," he said.

"I knew that any way he was not going to offer draw (12th game). For the first time, we did not speak to each other during the match. Only at the end of the game, he spoke," he said.

"I generally had the edge over him (Topalov). Even there the dominance was not clear at all. That perhaps makes the joys of pulling it off in the end even greater," he added.

Comparing his latest world title with the earlier three, Anand said, "It was tough on the chess board and off it. In general, I guess this is how the match is supposed to be. It was just that in the earlier championships, I suddenly built up a huge lead. But this match went the whole length. In that sense this championship was the sternest test that I ever faced."

There were many firsts en-route to Anand's World Championship title. It was the first time he traveled by bus to the Championship because of the volcanic ash emanated from Iceland. It was the first match between "non-Soviets" since 1921. It was the first time a player defended his title after losing the first game.

"This is incidentally the first World Championship match that I played

full length. Every other match finished actually ahead of schedule," Anand said.

As for the support he received from Gary Kasparov and Vladimir Kramnik during the Championships, Anand said it gave him a boost.

"It is difficult to say very precisely... There were many difficult moments in the match, a lot of tense moments, suddenly you get a phone call from Gary or Kramnik, and it definitely cheered me up a lot. This is the first time that I received this kind of help," he said.

Asked which of the matches in the Championship were tough, Anand pointed out four games.

"I should have drawn the eighth game. At the end of a long defence I mixed up and forgot a move that I had seen earlier. I am not trying to take credit away but if you press your opponent all the time, mistake will happen. But still, that is the tough way to lose a game.

"In the 12th (rpt 12th) game, I decided to change my strategy a bit. I had played an opening the queens-gambit declined that I had not intended to before the match. It gave me a psychological boost and it worked extremely well with the black



World chess champion Viswanathan Anand (C) receives a memento from NIIT chairman Rajendra Pawar at a function in Chennai on Monday. (UNI)

pieces," he said.

On Russian domination of World Championship titles, Anand said, "I would say that their dominance was not what it used to be. I doubt that any country will dominate like Soviet Union." Anand said he needed to keep changing his strategy constantly and will have to start training again after a month's rest.

"First of all, chess does not stand

still... You have to work much harder. I have the experience from last time like after the match in Bonn. I understood that how little time I had to prepare for the World Championship.

"Two years can fly between matches and from July I have to start working intensely and do some training. I enjoy working on chess and finding new things," Anand said.



# BLACK MAGIC AND THE BETRAYAL OF 13

A COOL AND COMPOSED VISWANATHAN ANAND WAS TOO MUCH FOR VESELIN TOPALOV WHO HAD WORRYING THOUGHTS OF PLAYING THE TIEBREAKER ON 13TH MAY

## The perseverance

In 12 years from 1995 to 2006, Anand had five attempts at the World title in various formats, succeeding just once (Teheran 2000). Any lesser mortal would have crumbled with those defeats: to Kasparov in 1995, Karpov in '98, Ivanchuk (semis) in 2002 and to Topalov (tournament format) 2005. But he kept trying. And followed it with three successive triumphs: tournament in Mexico City (2007) and match wins over Vladimir Kramnik (Bonn 2008) and Veselin Topalov (Sofia 2010).

## What next?

Anand may get a chance to defend his World crown next year if Fide sticks to their plans. He awaits the winner of the eight-player challenger tournament comprising Veselin Topalov, Vladimir Kramnik, Levon Aronian, Gata Kasmsky, Boris Gelfand, runner-up of Fide GP series, one wild card entry and Magnus Carlsen (age 19). Anand vs. Carlsen is a lip-smacking prospect as this could be the match of two generations and could somehow fill the vacuum of 1975 match between Fischer and Karpov which never took place. If Carlsen qualifies and Kasparov continues to work with the prodigy from Norway, it could well be Anand vs. Kasparov Part II.

## Retaining world title with clear wins

Anand won the World title in matchplay format with clear win (without tie-breaks) against Kramnik and retained it with clear win vs. Topalov. Kasparov had achieved this in 1985 and '86 against Karpov. It should be noted that Kasparov's 'win' vs. Karpov in Seville 1987 occurred despite 12-12 draw as he had that privilege being the defending champion. Even Kramnik used that advantage against Leko in 2004. When Kramnik won the reunification crown by beating Topalov in 2006, he needed rapid tie-break games.

## Longevity

Kasparov had a tilt at World title from 1985 to 2000. That's 16 years. Anand has matched his feat (from 1995 to 2010). And the Indian could go one better in 2011. Overtaking the Big 'K', in whatever way, is a huge achievement.

## Ranking equation

It's quite odd that we have seen successive World championship matches without the involvement of the world No. 1 at that time. When Anand defeated Kramnik in Bonn in 2008, they were world No. 5 and 6 respectively. And in Sofia, Topalov was No. 2 and Anand 4. While Topalov was No. 1 in 2008, Carlsen occupies the numero uno slot now by the thinnest margin now.

Amrit Karmarkar



Hari Hara Nandanani | TNN

**Chennai:** Can superstition prove costly for a chess player? The answer may be yes and no, but if you were in Veselin Topalov's shoes on Tuesday, the last day of the world chess championship in Sofia, you would have probably believed superstition could spell disaster for a player.

Game 12 was not exactly a decider if you count the tiebreakers too. But challenger Veselin Topalov did not want to play the rapid games against Viswanathan Anand and more significantly on May 13 because he had lost in the tiebreakers in 2006 against Vladimir Kramnik of Russia on 13th.

He reportedly admitted after the match that he was scared of playing on the date and that was why he did not take a draw by repetition in the last classical game of the match. The Bulgarian went on to sacrifice a pawn and virtually handed over the match to his opponent in just five minutes, though in actual time the game continued for another hour.

In reality, Topalov must certainly have considered the prospect of playing Anand in the world champion's own territory — speed chess, but for some strange reason, the 13th loomed large on him at a critical point in Game 12. Contrast this to Garry Kasparov's famous statement that 13 was his lucky number because he was born on 13th (April) and he became the 13th world champion (in the order of official world champions). But Anand himself is not superstitious about numbers, though he admits it could happen to a chess player because he is driven by the conditions in which he actually played. "It is inevitable when you play in such tense conditions," he told ToI a day after the match.

**THE KING:** Anand timed his moves to perfection in the decider on Tuesday

Anand's wife Aruna seconded his opinion but said the world champion, though, had the habit of keeping the pens that gave him wins. "He is superstitious about the pens (with which he won) and he would use them again," said Aruna.

If Anand were to be equally superstitious about tiebreakers, probably he would also have not wanted to take the match to the tiebreakers despite the fact that he is known to be a 'lightning kid'. It is not because he has no confidence in his own special skills that Anand would have preferred not to play the rapid games but his two previous experiences in the world championship matches had both ended in disaster for him. In 1994 at Sanghinagar (Hyderabad), Anand went down tamely 0-2 to Gata Kamsky in the rapid games after the Candidates match ended in a tie; again in 1997, he lost the title match to Anatoly Karpov of Russia 0-2 in the tiebreaker after the six-game match ended in a tie. By this account, Anand, if he were Topalov, would have scorned the tiebreaker, not because it was to be played on 13th but history would not have 'allowed' him to stretch the match.

Curiously, in the Sofia match, Anand was on the wrong side of the clock more times than Topalov, which was in stark contrast to his reputation. Does this mean that the world champion over the years has moved over from his speed zone and tournament successes to be a match specialist, like his illustrious predecessors? "Not really. (For me) 2009 was not a great year for classical chess. But I think, I like to play different events, different opponents. I think you remain the same kind of chess player, give me a chess board and a position and I want to blitz out moves," confessed Anand.

Interestingly, the world champion is not yet the World No 1, despite his amazing record. While Topalov would move down by 10 points in the next list (June), Anand would be better off for it, which will almost neutralise the difference in rating points between them.



He almost played like Garry Kasparov. His positional judgement was superb. I think overall, his preparation was exceptional; he always had two systems in place to counter Topalov. When he failed with Gruenfeld, he went for other openings.

Pravin Thipsay | FORMER NATIONAL CHAMPION

It (Lasker Defence) was indeed a great choice. Topalov went for complications and that suited Anand

RB Ramesh | GRANDMASTER COACH

In the middle game Anand was excellent and overall he dominated Topalov in all departments. In the last game Topalov weakened his Kingside while going for a win. He didn't want to play the tiebreaker.

Koneru Ashok | DRONACHARYA, CHESS



## 'My son is not just a roadside hero'

Parthasarathi Mitra | TNN

**Chennai:** The 70-something couple looked extremely tired, but the smiles on their faces said it all. K Viswanathan and Susheela, Anand's parents, spent a sleepless night on Tuesday, but they didn't complain.

After all, their son became the world champion yet again, fourth time altogether. Accolades poured in from all corners of the globe all through the night and they loved every bit of it.

"We are actually used to it. But every victory is special. As a mother, I feel the same

sense of pride and satisfaction like I did when he won his first chess match as a child," said Susheela as smile spread all across her face.

Technology has made it easier for them to follow the proceedings of the match. The couple follows their son's moves through internet.

Tuesday's match was extremely crucial for Anand as he and his opponent Veselin Topalov of Bulgaria were tied at 5.5-5.5 after Game 11. In the last game (Game 12), Anand clinched the title playing black. "He was tense before the match. Wasn't it quite natural? We all were. But it is so typical of

and to keep his cool and composure in a crucial match. He never shows off even if he is tense," Susheela said.

Anand's father, K Viswanathan, thinks media has failed to give the multiple world champion enough coverage. "He is not just another roadside hero. He is a world champion and it takes a lot to become that. I doubt whether there is another sportsperson in India who has achieved so much and made the nation so proud. But it's a pity to see cricket eating up all other sports. Maybe, Anand's lack of so-called flamboyance doesn't fit the bill," he sounded a bit upset.



happy people: Anand's parents, K Viswanathan and Susheela

The Hindu, New Delhi

May 12, 2010



Viswanathan Anand at the press conference after his title triumph over challenger Veselin Topalov. – PHOTO: AFP

# Anand's reign continues

**CHESS** / World title will remain in Indian hands for two more years

Ian Rogers

**SOFIA:** Viswanathan Anand retained his World chess championship title with a slashing attacking win in the 12th and final game in Sofia, Bulgaria.

With the score tied at 5.5-5.5, Anand broke through to win the final game in 56 moves to break the deadlock which had existed through a series of marathon games over the past week.

When Topalov extended his hand and resigned the final game the silence in Sofia's Military Club was shattered; the crowd broke into applause and a member of Anand's entourage shouted 'Jai!'

Topalov congratulated his opponent and talked to Anand a little about the game — "These were virtually the first words we had exchanged since the match began," Anand admitted.

### Remarkable achievement

This was a remarkable achievement by Anand who went into the match outranked and apparently exhausted after a delayed two-day trip to the Bulgarian capital.

"This was by far the most intense match I have ever played," a relieved Anand said after the decisive game.

"When I woke up this morn-

ing I thought that this could be the saddest day of my life or the happiest.

"I have almost no experience in a World championship match where every result is possible on the final game. I was not unhappy that it would be over soon."

Topalov rued his missed opportunities; "I had the advantage in most of my games with white, but could win only two."

Anand lost the first game of the match badly and it seemed that the local hero would cruise to the World title.

However, Anand fought back, winning two games and losing one more, before he launched the decisive assault in

the final game.

The Bulgarian challenger Topalov had the advantage of the first move in the 12th game but was surprised by Anand's choice of the Queen's Gambit Declined opening and failed to make any headway, with his Indian opponent controlling the centre of the board.

On the 26th move, Topalov offered a possible repetition of moves, effectively asking for a draw which would have sent the game into rapid tie-breakers. However, Anand declined, targeting his opponent's king with a violent pawn sacrifice on the 30th move.

Topalov unwisely grabbed the offered material and soon

his king was hounded to destruction.

"I refrained from repeating moves because I was afraid of playing the rapid tie-breakers; I had lost such tie-breakers in (2006)" said Topalov.

"This was my mistake. I was crazy to take the pawn — I missed (Anand's 34th move)."

"My opponent is a fantastic fighter," Anand agreed. "My opponent had the advantage in most of our games (here). Either of us could have won this match."

Anand's win earns the 40-year-old World champion 1.2m Euros and the World title will remain in Indian hands for another two years.

The Hindu, New Delhi

May 12, 2010

# Anand stays world champion



**BLACK MAGIC:** Viswanathan Anand (right) quelled Veselin Topalov's challenge, winning the decisive 12th game of the World Chess Championship with black pieces in Sofia on Tuesday. – PHOTO: AFP

Raakesh Natraj

**CHENNAI:** Viswanathan Anand retained the FIDE World Chess Championship, defeating Bulgarian Veselin Topalov with black pieces in the final classic game of the series in Sofia on Tuesday.

Anand won the 12-game match with a score of 6.5-5.5 to defend the title he claimed in 2007.

A draw in the final game would have taken the match into a series of four rapid games, but Topalov blundered on his 31<sup>st</sup> and 32<sup>nd</sup> moves to hand Anand the de-

cisive victory, which came at the end of 56 moves.

The same spirit that saw Topalov adopt the 'Sofia rule,' under which he refused to accept draw offers, was evident when he battled till the end before resigning as his position became increasingly untenable.

Anand opted for the Lasker defence after Topalov opened with d4 and black's isolated pawn on c5 was the focus of the early part of the middle game.

Anand, however, obtained some counterplay with his light bishop, which exerted

its influence all along the long diagonal from a8 to h1. The position still remained fairly equal until Topalov decided to take black's poisoned pawns on f5 and e4, letting Anand breach his defences in a slightly protracted but ultimately critical manner.

Anand earlier got off to the worst possible start in the Championship, losing the first game before bouncing back with wins in games two and four.

Topalov managed to regain parity by winning in the eighth, but Anand's latest victory, the first time that ei-

ther player had won with black pieces in the series, put an end to the contender's challenge.

Anand became the Undisputed World Chess Champion after winning an eight-player tournament in 2007 and defended his title against Vladimir Kramnik in 2008. Topalov won the right to challenge Anand after getting the better of Gata Kamsky in 2009.

# Anand holds nerve to retain world chess title

**VISWANATHAN** Anand held his nerve and focus way better than his opponent Veselin Topalov to win the 12th and final game to retain his World Championships title.

The 40-year-old Indian beat local man from Bulgaria in the closing game with black pieces on Tuesday to emerge a 6.5-5.5 winner and seal his place as one of the dominant players of his era.

Anand first won the world title in 2000 and held it till 2002 when the chess world was still split. He became the undisputed World champion in 2007 and then retained the title in 2008 when he beat Vladimir Kramnik. This time around he beat Topalov to cement his place among one of the games' all-time greats.

Anand, who lost the first game quickly hit back with wins in the second and third game.

Anand held his lead past the midway stage of the match, before Topalov caught up with Anand in the eighth game. In game nine, Anand had his chances but failed to find the crucial win. Then again in game 11, both players had a nail-biting clash before sending the match into the 12th and final game.

The game began with Topalov having the advantage of white pieces, but Anand, who is considered one of the most aggressive players in world chess held his own and found the winning route with black pieces as his opponent blundered in crucial stages. The game started with a Queen's Gambit Declined Lasker Variation. This variation saw a lot of exchanges but with Topalov going for a win, the game became very sharp. There was a time when Anand seemed to have let the Bulgarian back in the game, but at the end Anand once again held supreme.

The line used by Anand with black was not the most popular one, but clearly the Indian wanted to use it as a surprise weapon. A draw would send the match into the rapid games, where Anand would have the



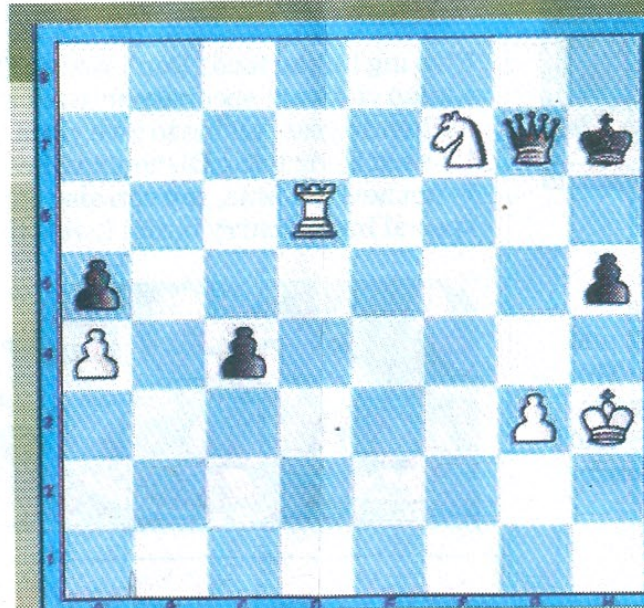
Viswanathan Anand (right) makes a move against Bulgarian challenger Veselin Topalov in the 12 and final game of World Chess Championship in Sofia on Tuesday, (below) a graphic of the endgame scenario

edge.

It was around the 30th move that Anand sneaked ahead. He developed a strong attack and from thereon he kept his focus and nerves. By move 35, Anand knew he had a great chance of a win. Anand did sense a winning route but it was not all that easy and then when Topalov made the biggest blunder on move 38 with his Qf1 which opened the h1 - a8 diagonal, Anand found the right move 38...Rxf4+ and from then on Topalov's only hope was a bigger blunder from Anand.

Anand for a brief moment seemed to have given Topalov a lease of life, but it was only a mirage of sorts. Anand still had a chance to win and Topalov clung on a straw and then finally gave in on move 57 as he had no chance of saving the game.

IAN S



## THE FINAL PICTURE

Moves	Veselin Topalov	Viswanathan Anand
50	Rf6	Kg8
51	Nh6+	Kg7
52	Rb6	Qe4
53	Kh2	Kh7
54	Rd6	Qe5
55	Nf7	Qxb2+
56	Kh3	<b>Qg7</b>

HT Mint, New Delhi  
May 13, 2010

# Slow start, fast finish

How four-time world champion Viswanathan Anand sent Topalov toppling and successfully defended his title for the second time in a row

BY ANIEK PAUL  
aniek.p@livemint.com

In the early 1980s, the biggest challenge for people playing against Viswanathan Anand, who claimed the world chess title for the fourth time on Tuesday, was to make him ponder over his moves.

As early as 1983 he established himself as a chess phenomenon, when, playing at lightning speed, he won the Indian sub-junior (under 15) championship, winning all nine games in the tournament.

Anand, 40, has slowed with strength and maturity, but the speed at which he can still play is

mesmerizing, says Surya Sekhar Ganguly, a chess Grandmaster and one of the key back-room boys in Anand's team.

"He is a killer in rapid chess," says Ganguly from Sofia, Bulgaria. That's what forced Veselin Topalov, the Bulgarian challenger to Anand's world chess title, to try and force a win on Tuesday in the final game of the 12-game World Chess Championship in Sofia.

After 11 games, the match was tied, both players having won two games each. A draw in the last game would have meant Anand and Topalov would have played four rapid games—a quicker variant of the

sport, in which each player gets 25 minutes for the whole game. Unless decided on the board, whoever runs out of time first loses the game. If scores had remained level even after the four rapid games, they would have played two blitz games, in which each player gets only 5 minutes to make all his moves.

"It was surprising that Topalov pushed for a win when there was nothing in the game," says Ganguly. "We had returned to our hotel to prepare for the tiebreakers when, suddenly, news came (that) Anand was winning." Topalov said at the post-match press conference on Tuesday that he didn't want to take the match

into tiebreakers.

"It was obvious that Topalov wanted to avoid the tiebreakers... He had lost the last few rapid games against Anand," says Ganguly. "But we didn't expect him to be so desperate."

"In my view, this was Anand's best performance ever," says Ganguly, who has been working closely with Anand for the past two and a half years. "I think this is the first time someone has won a match after losing the first game."

Topalov has always been an aggressive player, but the wrong move that he made in his bid to force a win was unbelievable, says Dibyendu Barua, a chess Grandmaster who followed the match closely.

Anand started his defence of the world title with a loss, after a 40-hour journey in a car from Frankfurt to Sofia. Stuck in Germany because of flight disruptions, he had requested the organizers to postpone the first

game by three days, but they agreed to defer the start by only one day.

Anand drew level in the next game and went one up, winning the fourth game, but squandered his lead in the eighth game.

"It was my toughest match ever," Anand said over the phone from Sofia. "It could have gone either way." He dominated games 2-5, but was under tremendous pressure in games 7-11. "I could have won the ninth game, and that would have been the decider, but missed the opportunity."

Notwithstanding six months of homework, which included threadbare analysis of Topalov's playing style, Anand says he realized "Topalov wasn't walking into (my) homework". Throughout the match, Topalov improvised and did not follow the pattern Anand had expected of him. "My previous matches were easier...(Vladimir) Kramnik, for in-

stance, walked into my homework (a) couple of times, giving me a huge advantage right at the beginning of the game."

He was referring to his world championship match versus Kramnik, which was held in Bonn, Germany, in October 2008. He won that 12-game match by a margin of two wins in 11 games.

Anand established himself as one of the most promising chess players in the world when he won the World Junior Championship in 1987. The world of chess was then dominated by Russians such as Garry Kasparov and Anatoly Karpov. Anand played against both in world chess title matches, in 1995 and 1998, respectively, but lost.

Having beaten Topalov, who in terms of international chess ratings is still ahead by three points at 2,803, Anand has firmly proved he has broken the stranglehold players from the Russian federation had over the sport. In his prime, his only regret perhaps is that he can't take on Kasparov or Karpov any more—they have retired.

The victory in Sofia gave Anand his fourth world chess title. In 2000, he became world champion for the first time, but lost the title in 2002. He regained the title in 2007 and has successfully defended it since. He will have to defend the title again in 2012.

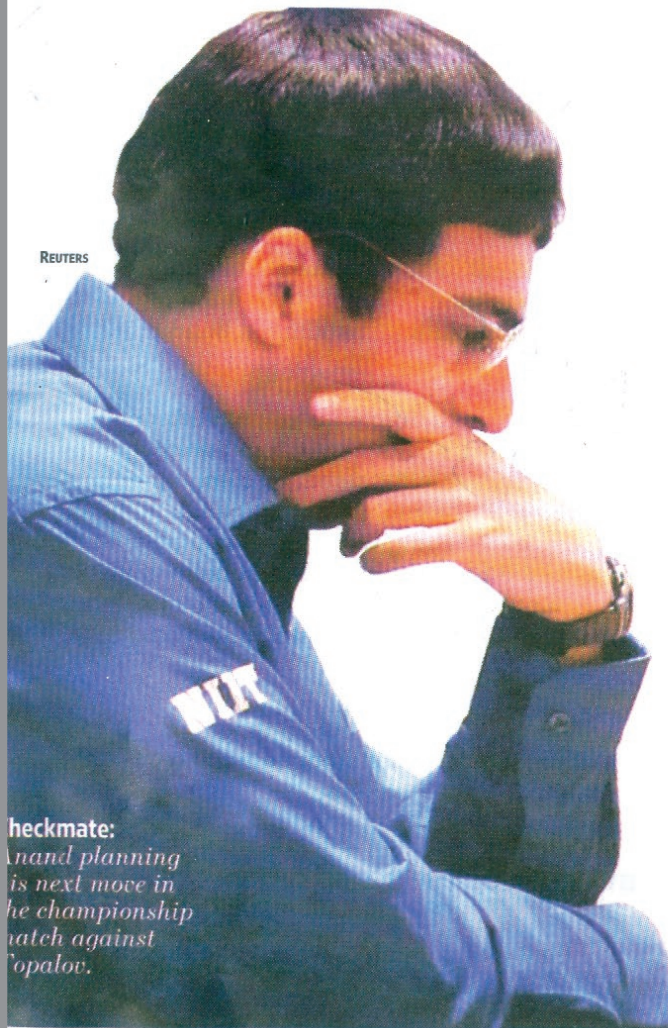
For now, though, that's far from his mind. "I desperately need a break," Anand says.



Hear Aniek Paul talk about Viswanathan Anand's victory and what's next for the world chess champion, at <http://www.livemint.com/chesschamp.htm>



## ANAND'S CAREER GRAPH



Checkmate: Anand planning his next move in the championship match against Topalov.



Tough fight: Topalov put Anand under pressure in games 7-11.

# खेल



निश्चित तौर पर मैंने पहली बार इतना कड़ा मैच खेला। मुझे इस तरह का पहले कोई मैच याद नहीं है। सुबह जब मैं उठा तो हमें मालूम नहीं था कि कौन जीतेगा, क्योंकि करीबी मुकाबले में भी ऐसा नहीं था।

## अंतिम बाजी मेरे करियर का बहुत विश्व शतरंज के नाथ हैं आनंद कड़ा मुकाबला : आनंद

एजेंसियां || नई दिल्ली

### आनंद के प्रमुख खिताब

- **वर्ल्ड चैंपियनशिप :**  
2010, 2008, 2007 और 2000
- **फिडे वर्ल्ड चैंपियनशिप :**  
2002, 2000
- **कोरस सुपर जीएम टूर्नामेंट :**  
1989, 1998, 2003, 2004, 2006
- **डार्टमंड :**  
1996, 2000, 2004
- **कोरसिका मास्टर्स (रैपिड) :**  
2000, 2001, 2002, 2003, 2004
- **मैंज में चैस क्लासिक :**  
2000, 2001, 2002, 2003, 2004, 2005, 2002
- **मलोडी अंबर टूर्नामेंट :**  
1994, 1997, 2003, 2007
- **रेगियो एमीलिया :** 1991
- **लिनारेस :** 1998, 2007
- **द क्रेडिट सूइसी मास्टर्स :** 1997
- **डोस हेरामनास :** 1997
- **यूरोटेल ट्रॉफी :** 2002

\* 2011 में विश्वनाथन आनंद अपने वर्ल्ड चैंपियन के खिताब की रक्षा के लिए कैंडिडेट्स टूर्नामेंट के विजेता से भिड़ेंगे।

एजेंसियां || नई दिल्ली

भारत के शांति शतरंज खिलाड़ी विश्वनाथन आनंद ने अपना वर्ल्ड शतरंज चैंपियनशिप खिताब बरकरार रखने के बाद कहा कि बुल्गारिया के वेसलिन तोपालोव के खिलाफ 12वीं और अंतिम बाजी उनके करियर का सबसे कड़ा मैच था। आनंद ने कहा, 'निश्चित तौर पर मैंने पहली बार इतना कड़ा मैच खेला। मुझे इस तरह का पहले कोई मैच याद नहीं है। सुबह जब मैं उठा तो हमें

### माता-पिता ने बेटे की जीत को खास बताया

**एजेंसियां || चेन्नै :** आनंद के वर्ल्ड शतरंज चैंपियनशिप का अपना खिताब बरकरार रखने के बाद उनके माता पिता ने बुधवार को यहां कहा कि आनंद की यह जीत काफी खास है। आनंद के माता-पिता का मानना है कि उनके बेटे की यह जीत इसलिए भी खास है क्योंकि उन्होंने चैंपियन बुल्गारिया के वेसलीन तोपालोव को उन्हीं की धरती पर मात दी। आनंद के पिता विश्वनाथन और मां सुशीला ने यहां कहा, 'आनंद की यह खिताबी जीत हमारे लिए कई मायनों में खास लम्हा है।'

मोहरों से खेलते हुए जीत हासिल करना मेरे लिए काफी अहम था। बहुत मुश्किल है कि मैंने अपनी वह समस्या सुलझा ली हो, जो मुझे काले मोहरों से खेलते वक्त महसूस होती थी।'

मालूम नहीं था कि कौन जीतेगा, क्योंकि करीबी मुकाबले में भी ऐसा नहीं था जिसमें एक खिलाड़ी का दबदबा रहा हो। मैं जानता था कि मेरी एकाग्रता और मेरे धैर्य की परीक्षा होगी। मुझे खुशी है कि मैं इसमें सफल रहा।'

आनंद ने तोपालोव को सबसे कड़े प्रतिद्वंद्वियों में से एक बताया। आनंद ने कहा, 'सुबह से ही मैं रिकॉर्ड के बारे में नहीं सोच रहा था। मैं केवल मुकाबले के बने रहने की बाबत सोच रहा था। निश्चित तौर पर तोपालोव बहुत ही कड़े प्रतिद्वंद्वी हैं। ईमानदारी से कहूं तो मुझे इस बाबत कुछ नहीं मालूम था कि बाजी कैसे आगे बढ़ेगी।' राहत महसूस कर रहे आनंद ने कहा, 'मैं अंतिम बाजी से पहले काले मोहरों के साथ खेलते हुए तोपालोव के खिलाफ चार या पांच बाजियां गंवा चुका था। अंतिम बाजी में काले



पिछले तीन दशकों में शतरंज में नई बुलंदियों को छूने वाले विश्वनाथन आनंद ने बुल्गारिया के सोफिया में वेसलिन तोपालोव के खिलाफ बाजी जीतकर अपना वर्ल्ड चैंपियन खिताब बरकरार रखते हुए खुद को सर्वकालिक महान खिलाड़ियों में शामिल कर लिया है। इस जीत के साथ आनंद ने ऐसी उपलब्धि अपने नाम की है, जिसे शतरंज को कोई दिग्गज हासिल नहीं कर पाया है। यहां तक कि गैरी कास्परोव भी नहीं। आनंद ने टूर्नामेंट के हर प्रारूप में विश्व खिताब जीता, जिसमें लगातार तीन बार वर्ल्ड चैंपियनशिप शामिल हैं।

आनंद ने अब तक एक नाक आउट, एक राउंड रोबिन और दो मैच प्ले फॉर्मेट का विश्व खिताब जीता है। इस भारतीय दिग्गज के नाम लगातार तीन और कुल चार वर्ल्ड चैंपियनशिप के खिताब हैं। उन्होंने वर्ष 2000 में नाक आउट फॉर्मेट में खेलकर भी खिताब जीता है। आनंद ने महज 6 साल की उम्र में शतरंज से नाता जोड़ा और 1983 में शत प्रतिशत रिकॉर्ड के साथ नौ में से नौ अंक जुटाकर सब जूनियर टूर्नामेंट का राष्ट्रीय खिताब जीता। इसके बाद इस दिग्गज ने कभी पीछे

### भारत के लिए अनमोल

**एजेंसियां || नई दिल्ली :** खेल मंत्री एम. एस. गिल ने ग्रैंड मास्टर विश्वनाथन आनंद को बुल्गारिया के सोफिया में वेसलिन तोपालोव को हराकर विश्व शतरंज खिताब जीतने पर बधाई दी है। खेल मंत्री ने अपने संदेश में कहा, 'मैं आनंद के विश्व शतरंज

खिताब जीतने पर बहुत खुश हूँ। मैं उन्हें इस शानदार उपलब्धि के लिए बधाई देता हूँ। वह भारत के लिए अनमोल हैं।' बॉलिवुड स्टार दीपिका पादुकोण ने चौथी बार वर्ल्ड चैंपियन बनने पर विश्वनाथन आनंद को बधाई दी है। उन्होंने कहा कि उनकी उपलब्धियां हमें सीख

देती हैं। मशहूर बैडमिंटन खिलाड़ी प्रकाश पादुकोण की बेटी दीपिका ने सोशल नेटवर्किंग वेबसाइट 'ट्विटर' के जरिए आनंद को मुबारकबाद दी है। उन्होंने कहा, 'आनंद को मेरी ओर से बधाई। वह चौथी बार वर्ल्ड चैंपियन बने हैं। क्या बात है।'

### ग्रैंड मास्टर की जिंदगी का सफरनामा

- जन्म :** 11 दिसंबर 1969 को तमिलनाडु के छोटे से शहर मयलादुथुराई में
- स्थूलिग :** डॉन बोसको, चेन्नै
- हायर एजुकेशन :** वी. कॉम, लॉयोला कॉलेज, चेन्नै
- अभिभावक :** विश्वनाथ अय्यर और सुशीला
- माई-बहन :** शिवकुमार, अनुराधा
- पत्नी :** अरुना आनंद
- खेल :** चैस, चार बार वर्ल्ड चैंपियन
- किताब :** माई वेस्ट गेम्स ऑफ चैस (इंग्लिश और जर्मन भाषा में)
- राष्ट्रीय पुरस्कार :** पद्मश्री (1987), पद्म भूषण (2000), पद्म विभूषण (2007)
- विदेशी पुरस्कार :** सोवियत लैंड नेहरू पुरस्कार (1987), स्पेन का सर्वोच्च पुरस्कार डि ओरो (2001)
- खेल पुरस्कार :** पहला राजीव गांधी खेल रत्न पुरस्कार (1991-92), ब्रिटिश चैस फेडरेशन का बुक ऑफ दि ईयर पुरस्कार (1998), चैस ऑस्कर (1997, 98, 2003, 04, 07 और 2008), स्पॉर्ट स्टार मिलेनियम पुरस्कार (1998)
- फिलहाल स्पेन में रहते हैं।**

मुड़कर नहीं देखा। वह 1983-84 में एशियाई जूनियर (अंडर 19) चैंपियन बने। वह मात्र 15 बरस की उम्र में इंटरनेशनल मास्टर बने। वह यह उपलब्धि हासिल करने वाले सबसे युवा एशियाई थे। वह 1986 में 16 बरस की उम्र में नेशनल चैंपियनशिप जीतने वाले सबसे युवा खिलाड़ी बने। आनंद 1987 में ग्रैंड मास्टर बने। वह यह उपलब्धि हासिल करने वाले पहले भारतीय थे।

Hindu Business Line, New Delhi

May 28, 2010

# Ballmer unfazed by run-up in Apple shares

**'Microsoft will focus on products, profitability'**

**Our Bureau**

*New Delhi, May 27*

Old rival Apple – the maker of the iPhone and iPod – upstaged Microsoft to become the world's most valuable technology firm on Wednesday. But Mr Steve Ballmer, CEO and the most energetic face in Microsoft Corporation, is quite blasé about it.

**FOCUS AREAS**

On an Asia tour – the Indian leg of which began with a visit to New Delhi – Mr Ballmer sought to make light of the issue, saying his focus was on developing new innovative product lines, and going after profitability.

“I focus everyday on what we should be doing with our product lines, how do we make our products more innovative, more popular. How do we make profits...Certainly there is no technology company on the planet as profitable as we are, and I am proud of that. How stock market chooses to reflect all that is up to the stock market,” Mr Ballmer said.

On Wednesday afternoon, in Nasdaq Stock Market trading, Apple's market value touched \$222.1 billion, compared

to Microsoft's \$219.2 billion – making Apple the most valuable technology company in the world.

But while Mr Ballmer appeared unperturbed by the run-up in Apple shares, he was scathing in his remarks about rival Google's Chrome Operating System (OS). Responding to a query on Chrome OS, the outspoken CEO in his characteristic style, dubbed the competitor as “confused.”

**'WILL COMPETE WELL'**

“You mentioned one of our competitors, one that seems a little confused, they are the competitors who decided that there are no popular OSs and now they need to introduce two new OSs. I can't tell you the difference between those two myself...,” Mr Ballmer said but added that Microsoft would “work hard and compete well”.

Microsoft's PC software business has been fending-off competition from new devices like Apple's iPad, even as its mobile efforts are being overshadowed by Apple's iPhone and Google's Android, in the burgeoning smartphone market.

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**Exudes confidence:** Mr Steve Ballmer, CEO of Microsoft Corporation, with Mr Rajendra Pawar, Chairman, NIIT, releasing a book at a press conference in the Capital on Thursday. — Ramesh Sharma

## Tele Graph, Kolkata

May 28, 2010

# Microsoft sees big India role

## OUR SPECIAL CORRESPONDENT

**New Delhi, May 27:** Microsoft chief Steve Ballmer today said India had the potential to emerge as the global hub for cloud computing services.

"India will not only see a surge in consumption of cloud services that will drive growth in domestic IT use, but companies all over the world will also look to India to support their transition to cloud computing," Ballmer said.

According to global management consultant Zinnov, cloud services are estimated to create over three lakh jobs in India in the next five years.

Cloud computing allows users to access data and applications stored in one desktop from any remote computer in the world. Under this technology, all data is stored on the Internet and there are softwares to help one get information



Steve Ballmer (left) in New Delhi on Thursday. (AFP)

from anywhere.

According to analysts, though the Indian retail market is not yet mature for this technology, cloud computing will be suitable for small and medium enterprises as it will help to reduce their infra-

structure costs.

In cloud computing, firms can share computer resources such as servers, software and data storage through the Internet instead of setting up separate infrastructure of their own.

In March, Microsoft unveiled a portfolio of services in India enabling companies to share their software and data storage. Companies have reported a 16-49 per cent cut in IT spend and related services over a three-year period after migrating to cloud computing, said analysts.

The software giant also plans to release a revamped operating system for mobile phones by year-end. "The focus is on how to make the products more innovative," Ballmer told reporters here, adding that the Windows Phone 7 will be released by Christmas. Windows Phone 7 is a new version of Microsoft's smartphone operating system.



Financial Chronicle, New Delhi

May 28, 2010

# The cloud is bright over India, says Ballmer

Microsoft CEO sees India as hub of cloud computing services

S RONENDRA SINGH

New Delhi

MICROSOFT'S chief executive officer Steve Ballmer on Thursday underlined the importance of India in its overall cloud computing services strategy and reiterated that India has the potential to emerge as the global competency centre for cloud services.

Ballmer, addressing the media in New Delhi as part of his Asia tour, said, "India will not only see a surge in consumption of cloud services, driving growth in domestic IT usage, but companies all over the world will look to India to support their transition to cloud computing." Institutions like NIIT, Cognizant, CDC Software and Indian Institute of Science, Bangalore (IISc) are working on developing solutions and training manpower for Microsoft's cloud services.

Ballmer said Microsoft is committed to helping businesses both in India and across the world maximise business value by leveraging the benefits that cloud computing offers. The company's cloud infrastructure supports over one billion customers and 20 million businesses globally.

Microsoft would partner with its various ecosystems in India to leverage cloud computing. India, with its powerful ecosystem of over 1,300 independent software vendors (ISVs), 1.4 million developers and more than 11,000 system integrators (Sis) and custom software development organisations, is ideally poised to address this growing opportunity, he said.

When asked about arch-rival Apple overtaking it in terms of market value,



TEAMWORK: (From left) SK Nandy, IISc, Rajendra Pawar, NIIT, Steve Ballmer, R Chandrasekaran, Cognizant, Peter Yip, CDC Software & R Venkatesan, MS India in New Delhi on Thursday

## The role of Indian IT firms

NIIT would train over 100,000 students on Windows Azure over the next three years. Cognizant announced the creation of a vertically aligned set of industry frameworks and pre-built solution accelerators to enable implementation, migration and management of cloud-enabled application portfolios built on Azure for Indian as well as global clients.

Similarly, CDC Software

announced the global roll-out of its flagship product 'CDC Respond' (a complaint and feedback management application for banking and government sectors) on Windows Azure, Microsoft's cloud computing platform.

IISc is building a large-scale application on Windows Azure to study the basic resource allocation constructs and strategies required for ad-

ressing enterprise needs on the cloud. Over 4,000 applications have already been built on the Windows Azure platform by India. IT majors like Wipro, Infosys, TCS, HCL Technologies and Mahindra Satyam are building applications and solutions across verticals ranging from healthcare to banking to manufacturing for both local and global markets.

—S Ronendra Singh

Ballmer said, "It's a long game, we have good competitors...We too are a very good competitor. We are executing very well and that is going to lead to great products and great success. How the stock market chooses to reflect on that is up to the stock market."

Microsoft also plans to

launch new software for mobile phones by the end of 2010 from its entertainment division. This division makes Xbox video-game consoles, Zune music players and mobile phone software. "Fantastic things are coming with the Xbox that would change the television and entertainment land-

scape," Ballmer said. The company had announced its overhauled operating system for smartphones, Windows Phone 7, in February this year. New devices with the software are expected to be out by Christmas this year, he added.

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Business Standard, Kolkata

May 28, 2010

Microsoft chief to sharpen focus on products

BS REPORTER  
New Delhi, 27 May

Software giant Microsoft today said it would focus on products and profits by developing a good product line, even as rival Apple shot past to become the world's biggest tech company by market value yesterday.

"My focus is on everyday — what we should be doing to our product line, where do we go, how do we make products more innovative. I will make more profits and certainly there is no technology company on the planet which is as profitable as we are," said Microsoft CEO Steve Ballmer, while launching the company's ecosystem around its cloud services here today.

"It's a long game, we have

good competitors. We, too, are a very good competitor. We are executing very well and that is going to lead to great products and great success," he said, but added that he would have to accelerate plans

NIIT will train over 100,000 students on Windows Azure over the next three years

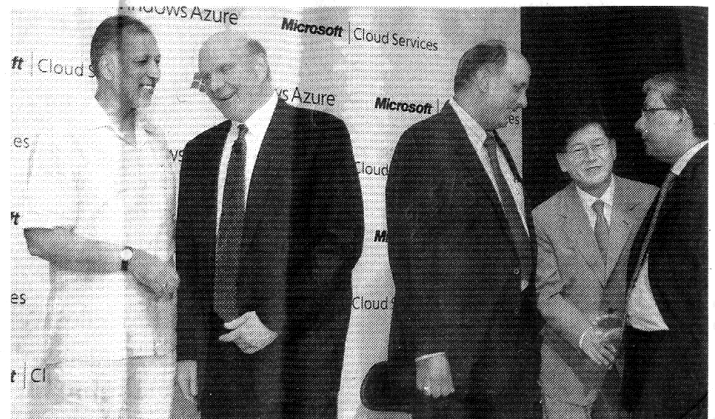
for the entertainment and devices businesses that Ballmer himself is leading.

As for the ecosystem around its Microsoft's cloud services, global talent development corporation NIIT will train over 100,000 students on Windows Azure over the

next three years, while Cognizant would enable implementation, migration and management of cloud-enabled application portfolios built on Azure for clients, both in India and globally.

Moreover, the Indian Institute of Science, Bangalore, is building a large-scale application on Windows Azure to study the basic resource allocation constructs and strategies required for addressing enterprise needs on the cloud.

"India has been developing and personal computers (PC) and smart phones are very popular here. India, along with Japan, Germany, Brazil, the UK and France, comes in the top five or six markets in PC consumption after giants like the US and China," added Ballmer.



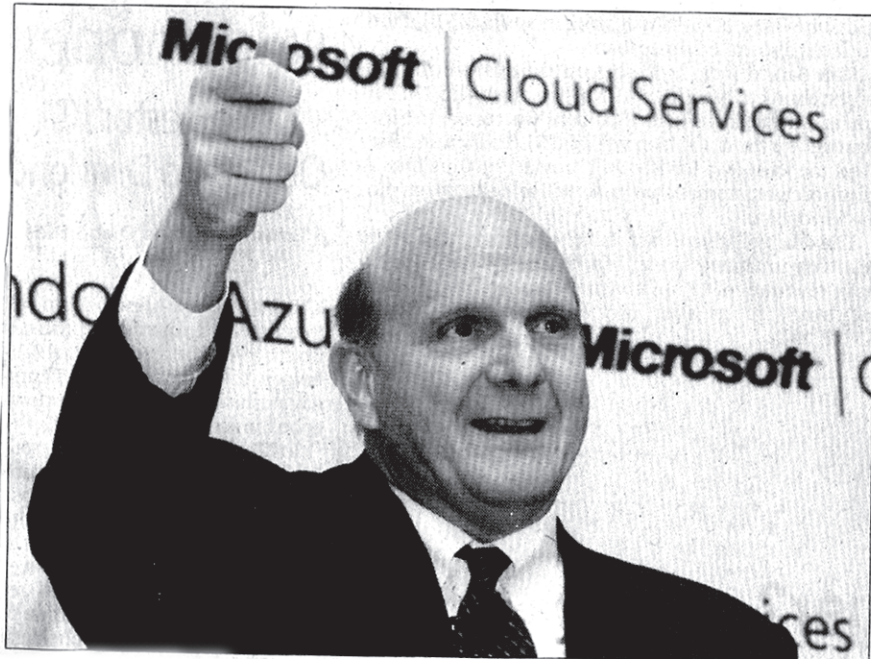
(From left) NIIT Chairman Rajendra Pawar, Microsoft CEO Steve Ballmer, Cognizant President and MD (Global Delivery) Chandra Sekaran, CDC Software CEO Peter Yip and Microsoft India Chairman Ravi Venkatesan at a press conference in New Delhi on Thursday. PHOTO: SANJAY K SHARMA

Economic Times, New Delhi

May 28, 2010

# India to lead world in cloud computing: Ballmer

Transition Will Create 3 Lakh Jobs In Five Years; India To Corner Big Chunk Of Outsourcing Deals



Steve Ballmer in New Delhi on Thursday -Amrendra Jha

Our Bureau  
NEW DELHI

**M**ICROSOFT Corp sees India as the global hub for cloud computing, the concept of renting computing power that has taken the technology world by storm and in the words of the NYT, what Silicon Valley cannot seem to get its head out of.

"India will not only see a surge in cloud computing services but companies all over the world will look to India to support their transition to cloud computing," Microsoft CEO Steve Ballmer said on Thursday.

The world's biggest software maker is among a handful of companies betting big on cloud services, aiming to convince enterprises to give up building and managing data centres and switch to their computer capacity instead; the others being rivals such as Amazon, Google and AT&T as well as smaller firms like Rackspace and Terremark.

Microsoft believes India will move directly to the cloud, much like it bypassed the landline revolution that never happened and leapt to mobile phones, Mr Ballmer told a packed press meet. Mr Ballmer is in India to underline the importance of the company's cloud services platform Azure, wherein people can use applications from email to payroll systems hosted online.

The transition that India will champion will seed 3 lakh

“  
India will not only see a surge in cloud computing services but companies all over the world will look to India to support their transition to cloud computing.  
STEVE BALLMER, CEO, MICROSOFT

jobs in five years, during which the business is estimated to grow to \$70 billion, Microsoft said, quoting a study by Zinnov Management Consulting. Jobs will be generated in areas like cloud consulting, enabling software as a service, integrating offerings like Azure with IBM's Blue Cloud or salesforce.com's customer applications on cloud, and creating new applications.

For Indian businesses too, there is great potential, given that 30%, or \$7 billion, of the global cloud computing work is to be offshored, said the Zinnov study.

Microsoft already has more than 600 customers for its cloud services, but wants a deeper head start over rivals after catcalls of playing catch-up in other tech fields have been growing louder by the day. Indeed, Mr Ballmer was speaking to reporters a day after Apple overtook his company as the world's biggest technology firm in terms of market value,

more than a decade after he took over its reins.

The company is, therefore, sparing no efforts in making its cloud computing push a success in India, a market that is "developing very nicely", where "piracy is reducing and intellectual property protection is better than in China". Mr Ballmer also noted that India is among the top five or six countries in terms of talent and market potential.

Microsoft said cloud is important in India as it is a catalyst for IT adoption. "We are successful at exporting IT services and talent. But when it comes to using technology domestically, we are quite poor," said Microsoft India chairman Ravi Venkatesan.

There isn't much use of computers and technology in schools, homes, government offices or by the more than 4 million small and medium businesses.

Even so "this is changing and cloud will be a huge catalyst in enabling this wave of IT adoption", Mr Venkatesan said, because of the affordability factor.

Microsoft must also be pleased with some of the changes in the segment are taking off from its platform. Companies such as Cognizant, NIIT, CDC Software and Indian Institute of Sciences, Bangalore, besides a host of independent software vendors, have developed training modules to applications on Azure. NIIT plans to train 1-lakh students on Azure in three years. Likewise, Cognizant has more than 400 engineers who have developed applications for healthcare and oil and gas sectors on the same platform.

## Hindu Business Line, New Delhi

May 30, 2010

# Programmed to perform

The revival in IT sector hiring, deal wins from State governments and increased volumes in corporate training point to robust prospects for NIIT.

**BUY**

#### K. Venkatasubramanian

Investors with a two-year horizon can consider taking exposure to the stock of NIIT, a training solutions provider for individuals and corporates, given the broad-based recovery in all its key segments of operations.

The revival in IT sector hiring leading to higher training enrolments, continuing deal wins from governments towards ensuring computer-led education in schools, and increased volumes in corporate training point to robust prospects for NIIT over the next couple of years.

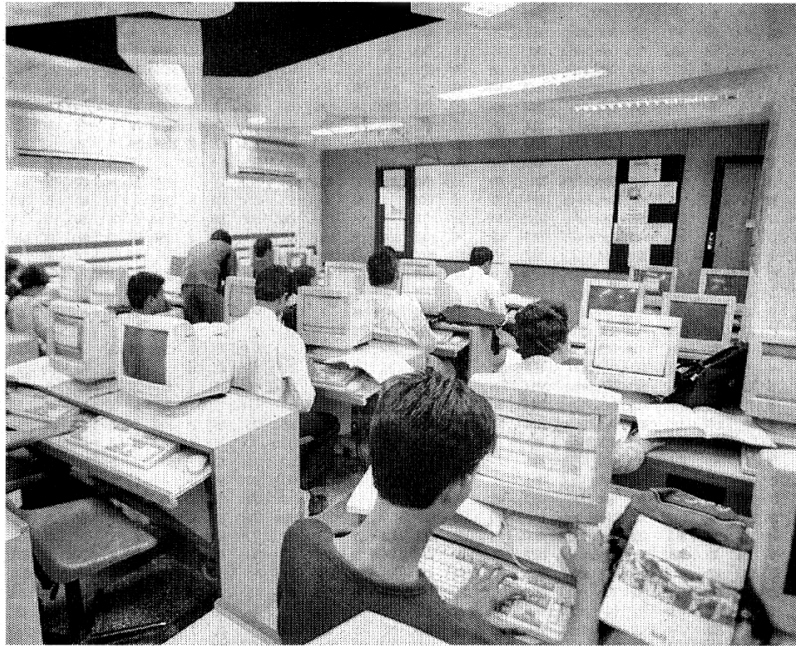
At Rs 61, the share trades at 12 times its likely FY-11 per share earnings, which is the lowest among what companies under the education/training category enjoy. The valuation includes the 25 per cent stake that NIIT has in NIIT Technologies.

Over a four-year period, the company has seen its net sales increase at a compounded annual rate of 27.7 per cent to reach Rs 1,199.4 crore in FY-10, while net profits grew at 14.2 per cent to Rs 70.2 crore.

NIIT has managed a turbulent FY-10, marked by a 6 per cent increase in revenues and flat profits.

The company has a desirable geographic mix with 49 per cent of system-wide revenues coming from India, 27 per cent from the US and Europe and 24 per cent from the rest of world, from China. This creates a blend of growing and mature markets to which NIIT makes targeted offerings.

NIIT operates in three seg-



**Rise in enrolments to enhance growth.**

ments – individual IT training (57 per cent of system-wide revenues), corporate (34 per cent) and school learning solutions (8 per cent).

#### TRAINING LOOKS UP

The company is partly a play on the economy, in general, and the slowdown, especially in the IT sector hiring, affecting enrolments for the company.

With the revival in IT hiring, seekers of careers in the sector have once again propped up enrolments.

Enrolments in FY-10 have risen 12 per cent, much of it supported by a spurt over the last couple of quarters. 17 per cent of revenues from this segment comes from China, which is still a nascent market as far as software training is concerned, providing an early mover advantage to companies such as NIIT.

Importantly, enrolments for courses such as infrastructure management services, an area of increasing focus and deal wins for IT majors, are up over 64 per cent.

This is in addition to its core “edgeineers” programme witnessing a spike in enrolments. This learning business

is a high-margin one for the company (EBITDA of 23 per cent).

Placements after course completion are also up 25 per cent, suggesting an all-round revival that would enable margin expansion for NIIT.

New alliances and programs have been formed with companies and institutions such as IGNOU for innovative training programs.

Corporate training is another important area for the company, which was affected significantly during the slowdown.

However, volumes are looking up over the past few quarters, though pricing and currency appreciation may be risks to realisations.

NIIT has signed three multi-million dollar deals over FY-10 and has orders worth \$90.3 million, 58 per cent of which is executable over 12 months, giving a reasonable revenue visibility.

#### MORE SCHOOLS ADDED

School learning solutions, mostly a domestic play, have seen a 45 per cent increase in revenues to Rs 200 crore. NIIT has added as many 2,812 schools over FY-10, taking the total number of schools in its

portfolio to 15,000. That momentum has continued this fiscal too with a deal-win from the Maharashtra Government.

Though orders from the government are hardware-intensive (and commands lower margins), there have been several repeat orders for the company, thus assuring annuity revenues.

Significantly, the number of non-governmental schools, particularly private ones, has increased by 334, expected to bring in better realisations. With a healthy blend, margins in this segment would be at comfortable levels of around 15 per cent.

NIIT also has a new segment where training is imparted to students for careers in BPOs and in financial services (specifically banks).

This is still nascent and loss-making, though there has been significant increase in enrolments, making a case for growth over the next few years.

Operationally, key positives are increase in IP-led revenues, which accounted for 43 per cent of revenues in FY-10 and expansion in annuity-based order book, which now constitutes nearly 52 per cent.

## Hindustan Times, Amritsar

May 26, 2010

### **NIIT holds IT Olympiad test**

**AMRITSAR:** More than 3,000 students from seven schools of the city took part in the IT Olympiad test organised by the NIIT. Participants were from the DAV International School, Prabhakar School, Ryan International, Police DAV Public School, Ashok Vatika School, Delhi Public School and Angel World School. NIIT director Gurjeet Sekhon said the students were mostly from Classes VI to XII.

## Business Standard, New Delhi

May 14, 2010

### **Awarding performance**

Training and development firm NIIT Limited won 53 awards in 2009. So, at a recent press conference to announce NIIT's annual results, company's CEO Vijay Thadani said, "We won 53 awards in 52 weeks. So, that's an average of one award per week!"

## Amar Ujala, Chandigarh

May 17, 2010

# एनआईआईटी की मैथ लैब तैयार

चंडीगढ़ में अपनी तरह की पहली लैब का उद्घाटन

चंडीगढ़। स्कूल के बच्चों को आसानी से मैथ समझ आ सके, इसके लिए एनआईआईटी ई-गुरु मैथ लैब स्थापित की गई है। एनआईआईटी ने यह लैब शहर के गुरुकुल वर्ल्ड स्कूल में स्थापित की है। गुरुकुल वर्ल्ड स्कूल के चेयरमैन राजेश गुप्ता ने लैब का उद्घाटन करते हुए बताया कि शहर में यह अपनी तरह की पहली लैब है।

इस मौके पर एनआईआईटी के स्कूल लर्निंग सॉल्यूशन के प्रेसिडेंट संजीव आर पांडेय, गुरुकुल वर्ल्ड स्कूल की डायरेक्टर रजनी थरेजा, द गुरुकुल स्कूल के डायरेक्टर संजय थरेजा और प्रिंसिपल संगीता शर्मा मौजूद थीं।



## Times of India, New Delhi

May 10, 2010

## LEARNING PARTNER

NIIT, has recently announced that it is the recipient of a Cisco Partner Summit global award for Global Learning Partner of the Year. Cisco unveiled the winners on April 28 at its annual channel partner conference in San Francisco. The objective of Cisco's Partner Summit global awards is to recognise exemplary channel partners whose business best practices Cisco would like other partners to model. Categories include: innovative practices, applications successes, unique programmes, problem solving and sales approaches. All winners are selected by a group of Cisco Worldwide Channels and regional executives.

## Business Standard, New Delhi

May 9, 2010

**EAR TO THE GROUND**

**A touch-screen computer on classroom tables in New Delhi helps activity-based learning go online**

# The teaching table

SREELATHA MENON

**D**o children love school? Not many do. They are sentenced to 15 years of force-feeding which makes them suitable to be cogs in the wheel of the social/industrial system.

No one questions why children have to be taught so much of everything. As author and thinker, Ken Robinson wonders why children are not taught dance, music or theatre, or anything they may want to do other than the main subjects? Why can't music be the main subject of some students at the school level?

The good thing is that such questions are being asked more and more in India and abroad. While Robinson accuses schools of killing creativity, in India, education is more about building toilets and fixing taps, serving food, choosing between para-

teachers and graduate teachers, about having a classroom for every 30 students rather than for every 60-90 students. But, beyond that, few questions are emerging out of even the silver head of Education Minister Kapil Sibal.

Experiments with alternative primary education system, as Sugata Mitra calls his 'hole in the wall' experiment done for NIIT, are aplenty.

In many places, it is information technology that is being used to make education a more democratic and participatory process.

As Mitra says, the goal is to make education fault-tolerant, least invasive and self-organising.

The NIIT researchers' experiments are well known and many "holes in the wall" initiatives in different parts of India and abroad are being taken by schools, as unlettered children chart their own itinerary of learn-

ing, assisted by nothing more than an internet explorer.

University of Bristol computer science reader Sriram Subramaniam is on a similar journey as Mitra. Subramaniam is, in fact, partnering with NIIT. His gadget is not the ordinary computer that Mitra fixed into the walls of sundry buildings across the country for use of children. He has assembled two PCs along with a camera and a projector in a horizontal fashion to form the top of a typical classroom table.

So, if there is a table with a touch screen, as in Apple iPhone, eight children can easily form their own questions and find answers.

So, in a class of 40 students—the Right to Education Act now forbids classes with 90 children—you need five such tables. The children can be divided into groups of eight and learn on their own on the basis of diagrams, charts and graphics prepared by



In many places, it is information technology that is being used to make education a more democratic and participatory process

their teachers. What this offers is the online equivalent of activity-based learning which is now being introduced in small doses in many states.

Subramaniam and his group have installed these table-tops in two schools in New Delhi, one private and one government, and are thrilled to see the

excitement of the children who are now able to provide inputs for what they learn.

In fact, the team plans to design course material with inputs provided by students themselves, which they feel is possible.

This will make their education more complete, he says.

The technology is simple,

open source and so available for anyone who wants to make and sell it, which ensures that it is priced low. He says it will not make 'one laptop per child' outdated or irrelevant. A child can take it home. This complements it by introducing group learning, he says. Where does that leave the teacher? In the background.

## Hindustan Times, Chandigarh

May 24, 2010

## NIIT IMPERIA BEGINS INTAKE IN MANAGEMENT PROGRAMMES

HT Live Correspondent  
■ chdvedesk@hindustantimes.com

**CHANDIGARH:** NIIT Imperia, a centre for advanced learning, on Sunday announced admissions for executive management programme of IIM, Lucknow, and senior management programme of IIM, Calcutta.

NIIT Imperia has been created to provide quality management education and customised learning solutions for organisations and working professionals. It has strategic academic alliances with some of the most prestigious management and technology institutions in the country to provide a truly rich learning experience.

Regular classes would be conducted by senior faculty of IIMs through the NIIT Imperia learning platform simultaneously at 18 centres all over India.

The last date for submission of applications for both the programmes is June 1.

The one-year executive management programme of IIM, Lucknow, is open for professionals with a minimum six years of working experience after graduation and has been specially designed to equip middle-level executives with qualitative and quantitative techniques of management that would help them to take general manager responsibilities. The course would commence from July and classes would be held once a week every Saturday from 1 p.m. to 6 p.m. at NIIT Imperia Centre in Sector 34, Chandigarh.

Eligible candidates would be selected on the basis of their performance in the programme aptitude test (PAT) to be conducted by NIIT Imperia.

The programme fee is Rs 2 lakh. The one-year senior management programme of IIM, Kolkata, is open for professionals with a minimum 10 years of working experience after graduation. Each student has to go through the introductory module and advanced module over a period of one year. The introductory module focuses on the essentials of functional skills of management.

The advanced module shifts focus to strategic thinking, decision-making, leadership styles and managing business globally. The programme has been customised and planned to give special emphasis on inculcating strategic thinking, decision-making and leadership qualities in managers to take them to the next level of senior management responsibilities. The course begins from October and the programme fee is Rs 2,75,000.

## United Bharat, Allahabad

May 27, 2010

### एनआईआईटी इम्पीरिया आईआईएम का एक्जीक्यूटिव मैनेजमेंट प्रोग्राम

भोपाल २६ मई (एजेसिया)। एनआईआईटी इम्पीरिया, सेंटर फॉर एडवांस्ड लर्निंग, को कंपनियों और कार्यकारियों पेशेवरों के लिए गुणवत्ता पूर्ण प्रबंधन समाधानों और अनुसूचित शिक्षण समाधानों को तैयार करने के लिए विशेष रूप से निर्मित किया गया है। वास्तविक सुयोग्य शिक्षण अनुभव प्रदान करने के लिए एनआईआईटी इम्पीरिया ने देश के कुछ सर्वाधिक प्रतिष्ठित प्रबंधन और तकनीकी संस्थानों से रणनीतिक गठबंधन कर रखा है।

एनआईआईटी इम्पीरिया, सुविधाजनक समय और सुविधाजनक लोकेशनों के अनुसार सीनियर मैनेजमेंट प्रोग्राम और एक्जीक्यूटिव मैनेजमेंट प्रोग्रामों की पेशकश देश के सबसे प्रतिष्ठित संस्थानों द्वारा सीधे माध्यम से करता है।

इस प्रोग्राम की विषयवस्तु, फैकल्टी और प्रमाणन, एनआईआईटी इम्पीरिया के प्रभावशाली शैक्षणिक साझेदारों द्वारा उपलब्ध कराए गए हैं।

इस प्रोग्राम को विशेष रूप से मध्यस्तरीय एक्जीक्यूटिवों को उनके मुख्य विशेषज्ञता क्षेत्रों में सशक्त बनाने और प्रबंधन के अन्य प्रकार्यों के बारे में एक समग्र, दृष्टिकोण विकसित करने के लिए खास तौर से डिजाइन किया गया है।

पेशेवरों में भारतीय और अंतर्राष्ट्रीय दोनों प्रकार के कारोबारी संव्यवहारों के बारे में महत्वपूर्ण समझ विकसित करने के लिए पाठ्यक्रम को अनुकूलित करते हुए इसकी रूपरेखा निर्मित की गई है। यह प्रोग्राम, एक्जीक्यूटिवों को गुणात्मक और मात्रात्मक प्रबंधन तकनीकों से लैस करेगा, जिससे उनको जनरल मैनेजर जिम्मेदारियां निभाने में मदद मिलेगी।



## Ajit Samachar, Jalandhar

May 28, 2010

## माइक्रोसॉफ्ट की क्लाउड सेवा से होगा तीन लाख नौकरियों का सृजन

नई दिल्ली 27 मई (वार्ता): सूचना प्रौद्योगिकी की दिग्गज कंपनी माइक्रोसॉफ्ट कॉर्पोरेशन के नए साफ्टवेयर 'क्लाउड सेवा' से भारत में अगले पांच वर्ष के दौरान प्रत्यक्ष और अप्रत्यक्ष रूप से तकरीबन तीन लाख नौकरियों का सृजन होगा। भारत यात्रा पर आए माइक्रोसॉफ्ट के मुख्य कार्यकारी अधिकारी स्टीव बालमेर ने आज कहा कि भारत में क्लाउड सेवाओं के लिए व्यापक संभावनाएं मौजूद हैं और इनके बलबूते भारत क्लाउड सेवाओं का वैश्विक केंद्र बन सकता है। उन्होंने कहा कि अगले एक वर्ष में माइक्रोसॉफ्ट भारत में एक हजार लोगों की भर्ती करेगी। बाजार का अध्ययन करने वाली संस्था जिनोव के हवाले से श्री बालमेर ने कहा कि क्लाउड सेवाओं से भारत में वर्ष 2015 तक तीन लाख से ज्यादा नौकरियों के

अवसर पैदा होंगे। इसी अवधि तक इसका वैश्विक बाजार में तकरीबन 70 अरब डालर तक पहुंच जाएगा। उन्होंने कहा कि क्लाउड सेवाओं के लिए भारत में पर्याप्त ढांचा मौजूद है।

देश में फिलहाल 1300 साफ्टवेयर विक्रेता कंपनी, 11 हजार सिस्टम इंटीग्रेटर्स और साफ्टवेयर आपूर्ति का बड़ा नेटवर्क उपलब्ध है। उन्होंने दावा किया कि भारत में न केवल क्लाउड सेवाओं के इस्तेमाल में भारी वृद्धि दर्ज की जाएगी बल्कि दुनिया भर की कंपनियां भी भारत की ओर रूख करेंगी। इस मौके पर एनआईआईटी के अध्यक्ष राजेंद्र पवार ने कहा कि क्लाउड के प्लैटफॉर्म 'विंडोज एज्योर' का प्रशिक्षण देने के लिए विशेष पाठ्यक्रम तैयार किए गए हैं। इसके लिए अगले तीन वर्ष में एक लाख से ज्यादा छात्रों को 'विंडोज एज्योर' का प्रशिक्षण दिया जाएगा।

## Nav Bharat Times, Mumbai

May 28, 2010

## क्लाउड कंप्यूटिंग से है माइक्रोसॉफ्ट को उम्मीदें

एनबीटी॥ मुंबई

क्लाउड कंप्यूटिंग के अपने प्लैटफॉर्म अज्योर को लेकर माइक्रोसॉफ्ट को बहुत उम्मीदें हैं। क्लाउड कंप्यूटिंग यानी जिसमें आप या कंपनियां अपने सर्वर के बजाय इंटरनेट पर मौजूद किसी सर्वर का इस्तेमाल करती हैं, जिसमें वे अपना डेटा और जानकारियां स्टोर करती हैं। माइक्रोसॉफ्ट की कोशिश है कि इंटरनेशनल क्लास के डिवेलपर तैयार हों जो कंपनियों को उनकी जरूरत के हिसाब से अज्योर पर आधारित एप्लिकेशन तैयार कर के दें। भारत इसमें अहम रोल निभा सकता है।

स्टीव बामर ने कहा कि अज्योर क्लाउड प्लैटफॉर्म इसलिए खास है क्योंकि इसमें माइक्रोसॉफ्ट के जिन साफ्टवेयर पर लोग हमेशा काम करते रहे हैं, वही उन्हें क्लाउड पर मिलते हैं, जिन्हें आप पीसी या मोबाइल कहीं भी यूज कर

सकते हैं। जिन कंपनियों को हमारे मुकाबले में गिना जा रहा है, उनमें से किसी के पास यह ताकत नहीं। बामर ने कहा कि सर्च इंजन में हम भले ही नंबर वन नहीं हैं पर कंप्यूटिंग में हमारे आगे कोई नहीं टिकता।

तो क्या बामर भारत सरकार को ई-गवर्नेंस जैसे प्रोजेक्ट्स क्लाउड पर लाने के लिए कह रहे हैं, इस पर माइक्रोसॉफ्ट ने माना कि अभी नीतियां ऐसी हैं जिनमें सरकार अपना डेटा ऐसे सर्वर पर ही रखना चाहती है जो भारत में ही हो, क्लाउड में ऐसा संभव नहीं है। प्राइवेटिजी इश्यू है, पर अच्छी बात यह है कि इस बारे में सरकार से बात तो हो रही है। बामर ने कहा कि पीसी और स्मार्टफोन के मामले में भारत दुनिया के टॉप छह बाजारों में आता है, इसलिए हमारे लिए यह बेहद अहम मुल्क रहेगा। इस मौके पर उन्होंने और एनआईआईटी के चेयरमैन राजेंद्र पवार ने अज्योर आधारित कोर्सज के लिए करिकुलम भी लॉन्च किया।

Dainik Bhaskar, Amritsar

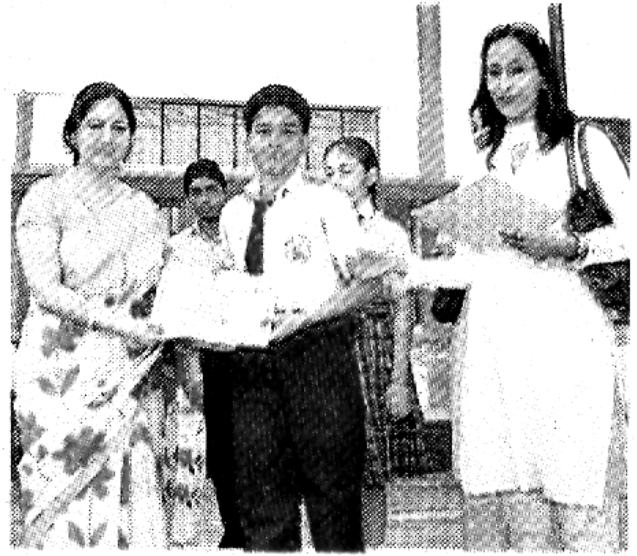
May 25, 2010

# स्टूडेंट्स हुए आईटी क्षेत्र से अपडेट

सिटी रिपोर्टर »

स्टूडेंट्स को आईटी क्षेत्र की जानकारी देने के लिए एनआईआईटी के अमृतसर सेंटर ने विभिन्न शैक्षणिक संस्थाओं व स्कूलों के स्टूडेंट्स के लिए आईटी ऑलंपियाड 2010 का आयोजन किया गया। इस प्रतियोगिता में 7 स्कूलों के तीन हजार से अधिक स्टूडेंट्स ने हिस्सा लिया।

कार्यक्रम से आईटी क्षेत्र में नए और प्रगतिशील जानकारी से लाभ लेने वाले स्कूलों में डीएवी इंटरनेशनल स्कूल, पुलिस डीएवी पब्लिक स्कूल, प्रभाकर सीसे स्कूल, रायन इंटरनेशनल स्कूल, अशोक वाटिका स्कूल, दिल्ली पब्लिक स्कूल व एंजल वर्ल्ड स्कूल शामिल थे। प्रतियोगिता में 6वीं से 12वीं कक्षा तक के स्टूडेंट्स ने हिस्सा लिया। ऑलंपियाड में अपनी कक्षा वर्ग अनुसार हर स्कूल से लगभग 21 स्टूडेंट्स ने पहले तीन स्थान हासिल किए। एनआईआईटी के डायरेक्टर गुरजीत सेखों के साथ विभिन्न स्कूलों के प्रिंसिपल व मुख्याध्यापकों ने विजेताओं को पदक व प्रमाणपत्र दिए। सेखों ने स्टूडेंट्स को संबोधित करते हुए बैंकों, कारपोरेट सेक्टर, अस्पतालों व अन्य क्षेत्रों को इंफार्मेशन टेक्नोलॉजी की ओर से होने वाले लाभ की जानकारी दी। इस दौरान सेखों व एनआईआईटी सेंटर की मार्केटिंग हैड नीरू बग्गा का बड़ी गर्मजोशी से स्वागत किया गया। बग्गा ने स्टूडेंट्स को समझाया कि ऑलंपियाड के आयोजन का उद्देश्य केवल स्टूडेंट्स के सामान्य ज्ञान की जांच ही नहीं बल्कि आईटी टेक्नोलॉजी के क्षेत्र की नवीन जानकारी से कैरियर में लाभ से परिचित भी करवाना था। **जैविक विभिन्नता दिवस मनाया:** उधर, पंडित बैज नाथ सीसे स्कूल में सोमवार को अंतर्राष्ट्रीय जैविक



स्कूल के छात्र को प्रमाणपत्र देती डायरेक्टर गुरजीत सेखों। विभिन्नता दिवस मनाया गया। इस अवसर पर क्विज कांसेप्ट, चार्ट मेकिंग प्रतियोगिता और लैक्चर मुकाबला करवाया गया। इस सभी क्रियाओं में स्कूल के स्टूडेंट्स ने बढ़-चढ़ कर हिस्सा लिया। प्रिंसिपल राजीव कुमारिया ने बच्चों को विषय के बारे में पूरी जानकारी दी और वातावरण के लिए साफ्ट कार्नर रखने को कहा।



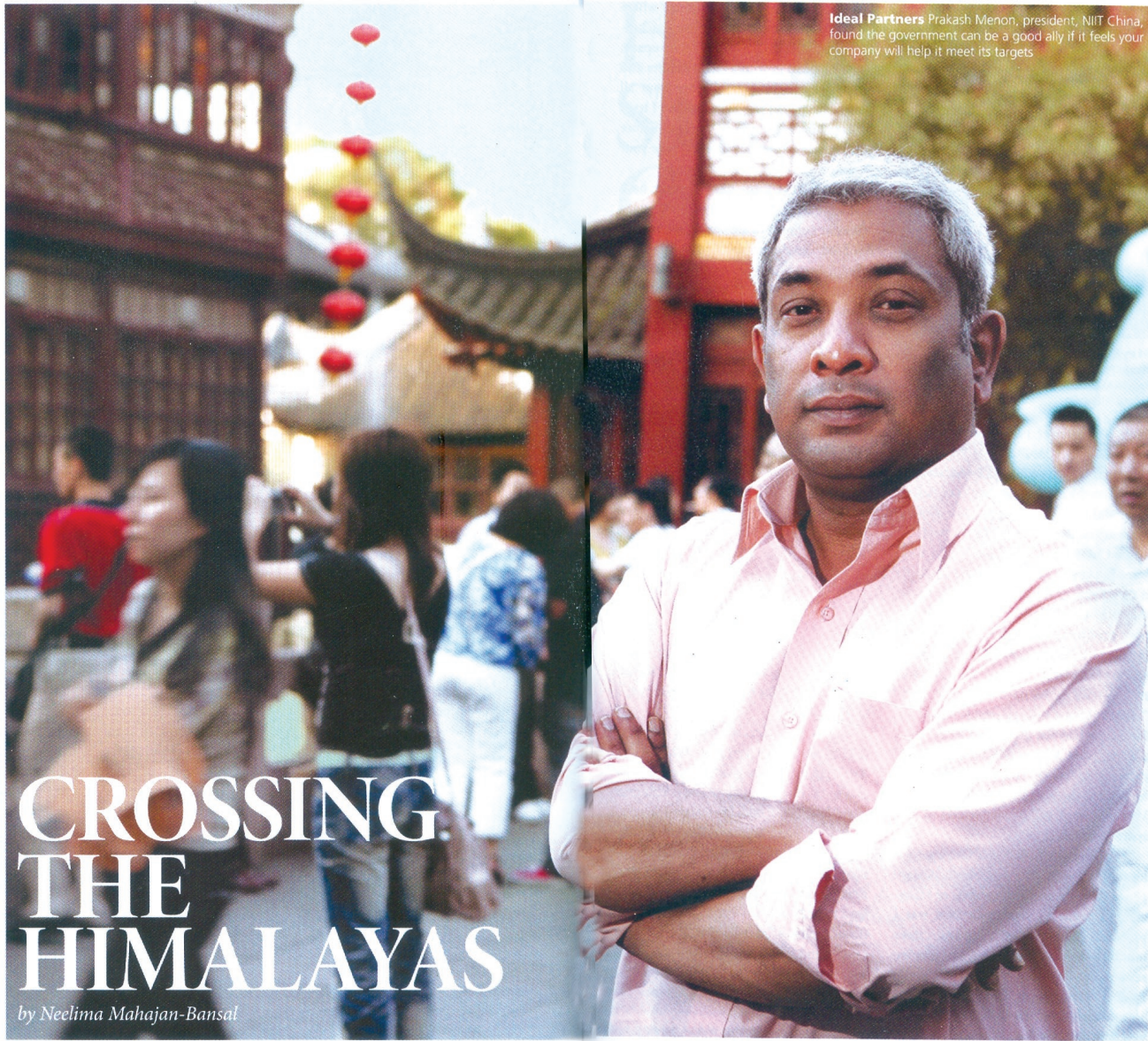
A clutch of Indian companies have struggled hard to dig deep roots in China. They now look set to reap the rewards

**M**S. Unnikrishnan remembers a strange phenomenon that began to affect his firm 'Thermax' prospects in the international market in the early years of the last decade. Absorption chillers (used for cooling machinery) were one of Thermax' biggest product lines and sold in 40 countries. All this while, the managing director of Thermax knew that his biggest competitors were either from Japan or the US. But gradually, a set of aggressive Chinese manufacturers had begun to take centre stage.

Since no one inside Thermax knew much about this new enemy, the team made a few trips to China. They were stunned to find that almost half the absorption chillers in the world were made and sold in China. It was the single-largest market in the world in this product category, and some of the local companies were well on their way to global market dominance. No one had seen them coming!

Unnikrishnan quickly marshalled his troops to mount an offensive. "To compete against China globally, we had to sell in China too," he says. Going to China made complete sense. One, it gave Thermax the opportunity to understand its rivals and allowed it to utilise some of the raw materials and local expertise. Two, there was no running away from the fact that China was the biggest market within that category.

Back in 2003, there weren't too many Indian firms operating in China. There was no information on how to stage an entry — no consultants, no market researchers. There were doubts about whether the Chinese would accept an Indian product. But they roughed it out. "Chinese price points were way lower than ours. But we wanted to get an order to experience how to sell,



# CROSSING THE HIMALAYAS

by Neelima Mahajan-Bansal

and how to install in China. So we didn't get into [a] price point game," says Unnikrishnan. Despite the fact that the operations lost money for two years, Thermax went ahead and set up a factory in China. It got worse once the global meltdown hit. But now, things are back on track. Orders are trickling in and China is now a crucial part of Thermax' global operations. While it has subsidiaries in the US and Europe, manufacturing is concentrated only in China and India. Soon, Thermax plans to significantly expand its capacity in China, and bring in new products to drive growth.

**I**t isn't just Thermax who's bitten the bait. Tata Consultancy Services (TCS) is planning to ramp up its presence in China from 1,000-odd people to about 5,000 in the next four years, and has set its sights on cracking the big deals. Suzlon chairman Tulsi Tanti has seen demand for wind energy gallop in the last one year, as the country set clear targets for promoting renewable energy. In the next 10 years, China is expected to set up 100 GW of installed wind power, which will make it the world's largest wind power producer. "All this has created a very attractive market for companies like ours, and now the journey must continue — more remains to be done to create a truly level playing field in line with the local market," says Tanti.

Suzlon's early start may certainly help. In 2006, it was among the first international wind power companies to invest in China, plonking down \$100 million in a blade making facility, one of the largest investments made by an Indian company in China till then.

Now consider packaging giant Essel Propack. It too made an early call, back in the mid-1990s. "Back then, China wasn't a big story in India," says R. Chandrasekhar, COO, Essel Propack. Today, 20 percent of its global revenues come from China — the country figures in its top three markets globally both in revenues and profitability. Essel also figured that it made more sense to use its laminate making facility in China to feed the entire Americas. Setting up a plant in the US would have been much

## WINNING IN CHINA

more costly. Besides, the domestic Chinese market gives it the anchor volumes to break even a lot faster. Essel now has three plants in China and will increasingly use it to cater to Japan and Korea.

**B**ut there were initial hiccups. Initially, Essel looked at a joint venture plan: It would invest in the equity and provide the technology; the partner would provide the local know-how. After spending a year looking for a partner, Essel dumped the plan. "It was a turbulent experience," says Chandrasekhar. "There was a complete lack of alignment of our business goals and those of the partners. The way China is structured, there is no transparency in accounts and legal dealings."

Essel at least had a choice. In some cases, joint ventures are an imperative. For instance, Mahindra & Mahindra's tractor business has been in China for almost five years now. Today, it sells more than 28,000 tractors a year and generates country revenues in excess of Rs. 540 crore. Some of that is thanks to two joint ventures that have helped it complete its product range. "A local product range became a critical factor considering price and reliability expectations of Chinese consumers — Indian designs and exports from India were too expensive," says Anjanikumar Choudhari, president (farm equipment sector), M&M. For M&M, the joint venture is crucial also because in China, government involvement in business is high. In M&M's case, the joint venture partner engages and keeps in close contact with the government.

Getting a local ally like a provincial government or a government trade promotion agency can substantially ease the pains of starting up. When Essel Propack went to China, it set up base in Guangzhou province. When it applied for a business license to Guangzhou Economic Trade Development Agency, initially, it denied Essel 100 percent ownership. But after two months, it cleared the proposal on the ground that Essel was bringing in a technology that didn't exist in China and 25 percent of the product would have to be exported. From this stage on, the government agency be-



**Staying Ahead** The best way to keep copycats at bay is to focus on hi-tech, skills-intensive products, says M.S. Unnikrishnan, MD of Thermax

came like a foster parent for Essel. "We didn't use any consultants — they started helping in a big way," says Chandrasekhar. It went to the extent that they even helped Essel with niggling things — like looking for apartments and hiring interpreters!

In China every province has to meet some big targets for foreign investment. So if they feel that you are worth their while, they'll go all out to help you. Prakash Menon, president, NIIT China, recounts an incident where the mayor of Wuxi province wanted NIIT to set up an IT training facility. But NIIT said it needed infrastructure. "[That] became a single-window solution for us. He had the infrastructure ready in a week!" says Menon. NIIT trained 1,500 students in Wuxi. Then the mayor said he wanted them to train 10,000 students. Within a week, NIIT had 300,000 sq ft of space to enable that!

Similarly, when TCS was looking for a location for its China operations, it happened to mention to the mayor of Hangzhou that finding vegetarian food was a problem. "When I went there again three months later, they had set up a vegetarian restaurant in the city for us!" says Girija Pande, EVP and head, TCS, Asia-Pacific.

Of course, the effects of a red carpet welcome don't last long. "Recently we par-

ticipated in a trade show in China where we displayed some of our heavy machinery," recalls the MD of an Indian company. A man walked in with a video camera and filmed the machine on display from all possible angles. "I was horrified and I tried to stop him but nothing worked. Before you know it, somebody else will take your structure and copy it," he says.

Most Indian firms like Thermax have figured out how to deal with copycats. "Chinese companies are very good at standardised products and mass-manufactured items. If an Indian company has a skills-intensive product and a hi-tech and solutions orientation, it can easily score over local companies," says Unnikrishnan. So Thermax didn't target run-of-the-mill projects — like air-conditioning for buildings. Instead, it went after unconventional projects like cooling of coal mine shafts.

"If you try and compete with a Chinese company on just cost, it will be extremely difficult to succeed," says Dinesh Gupta,

### Joint ventures become imperative, especially where consumers expect a local product range

president, Bry Air (Asia). "Instead, focus on large-scale operations, and take advantage of economies of scale and building a brand," he adds.

NIIT's experiences provide another pointer on how to compete. When it entered in 1997, it was pretty much the only player in the segment. Today, Shanghai alone has some 200 IT training institutions, but NIIT continues to be pretty much the most successful. "[The local institutions] lack depth. Even though Chinese players also are getting bigger, they tend to be localised — very few have a national presence," says Menon. NIIT, on the other hand, has continued to offer more sophisticated services as its understanding of the local market has improved over the last 13 years. ■

(Additional reporting by Ashish K. Mishra)