

KARVY

DATA MANAGEMENT

Client Karvy Data Management Services (KDMS) is an emerging leader in India's information and communications technology (ICT) industry, and subsidiary of a multinational conglomerate listed on India's National Stock Exchange. They provide business and knowledge process solutions through e-governance, banking, telecommunications and record management services. With a national presence through 472 branch offices, KDMS works with clients to improve service delivery throughout the value chain.

Emerging Markets KDMS is based in the emerging market country of India. They targeted Afghanistan for expansion given the Afghan Government's countrywide IT initiatives. Afghanistan is a post-conflict country in a reconstruction phase, which presents strong core-sector opportunities.

Background: KDMS sought to leverage its strong foundation and success in India to expand into nearby countries with underdeveloped IT sectors. They were going to serve in a trade delegation to Kabul, Afghanistan, and wanted to maximize the strategic value of limited time on the ground.

Challenge: KDMS had just a few days in Kabul, and only a few weeks to plan how to work towards establishing partnerships and high-level collaboration with both public and private sector entities. Considering the fundamental importance of relationships in Afghanistan, they knew that several strategic introductions and meetings would be instrumental in establishing their future trajectory of success in the country.

Solution: After discussing with us their goals and learning about our services, they engaged us to provide business development, strategic planning, and matchmaking services.

Process: We worked with KDMS in three stages:

Fundamentals- We delivered a fully-tailored report on the ICT sector in Afghanistan, including upcoming sector opportunities, key organization/government/private sector entity profiles, and relevant background on the current situation of the industry and government. Additionally, we provided marketing material for use in introducing KDMS and its objectives to various parties on the ground.

Strategic Introductions- We leveraged our extensive networks in order to get KDMS meetings with key players in various Afghan government agencies, organizations, and

private sector entities relevant to the ICT sector. Additionally, they were provided with an assistant in Kabul to actively manage their schedule. The work we performed in the previous stage ensured that they were well-prepared to fully take advantage of these opportunities.

Debrief After Trip to Kabul- Upon their return, we discussed their meetings and concerns. We then contacted key parties they met in order to get those parties' feedback including suggestions for next steps. We provided a report with this information to KDMS, including specific suggestions on how to strategically progress in establishing optimal partnerships. Finally, we thoroughly discussed the situation with KDMS, ensuring that they were confident in how to move forward in entering the Afghan ICT sector.

Results: We successfully introduced KDMS to several qualified local parties in Kabul interested in collaborating. Many of these parties are keen to be KDMS' local partner, putting KDMS in the enviable position of being able to work with those able to most closely match their needs. They know what their next steps are, and are ready to implement them.

As a direct result of SH International's hands-on emerging market expansion services, KDMS is well-positioned for success in entering the Afghan ICT sector.



Feedback from KDMS

"SH International has done a great job of introducing us to a wide variety of ICT sector players in Afghanistan, with which to explore future collaboration and partnerships. The team also helped us to understand the current situation of Afghanistan from a multifaceted and pragmatic perspective in regards to establishing ourselves in the ICT space. We especially appreciated the team's ability to factor in matters of geo-political and socioeconomic conditions which support business promotion.

After our trip to Kabul, the debriefing session helped us put into perspective our meetings, and has immensely helped us to chalk out our business action plan in Kabul. As a result, we are now confident to take our move forward in Afghanistan. We are particularly impressed by the quick turnaround to organize the targeted audience for meetings in Kabul. Excellent and precise execution of the engagement is highly appreciated.

We will continue to look forward to SH International's consultation and advice in the matters of partnership negotiations, business development, financial dealings and investment planning."