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## Appendix A

### List of SLASSCOM members

SLASSCOM has 120 registered member companies as at 2011 of which 91 are listed below.  
(source: <http://www.slasscom.lk/featuredmembers>, accessed 10 May 2010)

	Company Name	URL
1	CAM Management Solutions	<a href="http://www.cammanagementsolutions.com.au/">http://www.cammanagementsolutions.com.au/</a>
2	LK Domain Registry	<a href="http://www.nic.lk/index.php">http://www.nic.lk/index.php</a>
3	Cenmetrix	<a href="http://www.cenmetrix.lk/">http://www.cenmetrix.lk/</a>
4	Latitude655	<a href="http://www.latitude655.com/">http://www.latitude655.com/</a>
5	Zeelabs	<a href="http://www.zeelabs.com/">http://www.zeelabs.com/</a>
6	Sabre Technologies	<a href="http://sabretch.com/">http://sabretch.com/</a>
7	Strategic Partnership Solutions	<a href="http://www.sp-solutions.biz/">http://www.sp-solutions.biz/</a>
8	Mubasher	<a href="http://www.mubasher.net/en/Index.aspx">http://www.mubasher.net/en/Index.aspx</a>
9	Blue Ocean Ventures	<a href="http://www.blueoceanventuresrilanka.com/">http://www.blueoceanventuresrilanka.com/</a>
10	Talliance	<a href="http://www.talliancesys.com/">http://www.talliancesys.com/</a>
11	3SG	<a href="http://www.3sg.com/">http://www.3sg.com/</a>
12	Hemas Holdings PLC	<a href="http://www.hemas.com/">http://www.hemas.com/</a>
13	Haleys PLC	<a href="http://www.hayleys.com/">http://www.hayleys.com/</a>
14	Kingslake Engineering Systems	<a href="http://www.kingslake.com/">http://www.kingslake.com/</a>
15	Cinergix	<a href="http://www.cinergix.com/">http://www.cinergix.com/</a>
16	Embla	<a href="http://www.embla.lk/">http://www.embla.lk/</a>
17	BellVantage	<a href="http://www.bellvantage.com/">http://www.bellvantage.com/</a>
18	Pricewaterhouse Coopers, Sri Lanka	<a href="http://www.pwc.com/lk/en/index.jhtml">http://www.pwc.com/lk/en/index.jhtml</a>
19	Metropolitan	<a href="http://www.metropolitan.lk/">http://www.metropolitan.lk/</a>

20	eBuilder	<a href="http://www.ebuilder.com/">http://www.ebuilder.com/</a>
21	Legacy Health	
22	HelloCorp	<a href="http://www.hellocorp.com/">http://www.hellocorp.com/</a>
23	Geveo Australasia	<a href="http://www.geveo.com/">http://www.geveo.com/</a>
24	Bits and Bytes	<a href="http://www.webasia.com/">http://www.webasia.com/</a>
25	MphasiS	<a href="http://www.mphasis.com/">http://www.mphasis.com/</a>
26	Orion Management Consortium	<a href="http://www.orioncity.com/">http://www.orioncity.com/</a>
27	Aegis	<a href="http://www.aegisglobal.com/">http://www.aegisglobal.com/</a>
28	B Sharp	<a href="http://www.bsharp.com/">http://www.bsharp.com/</a>
29	MMBL Cyberskills	<a href="http://www.cyberskills.lk/">http://www.cyberskills.lk/</a>
30	Ma Foi Randstad	<a href="http://www.mafoirandstad.com/">http://www.mafoirandstad.com/</a>
31	Motorola	<a href="http://www.motorola.com/us">http://www.motorola.com/us</a>
32	Mazarin	<a href="http://www.mazarin.lk/">http://www.mazarin.lk/</a>
33	Quaestus Lanka	<a href="http://www.quaestus.lanka.com/en/">http://www.quaestus.lanka.com/en/</a>
34	Lanka CAT	<a href="http://www.lanka-cat.com/en/home/">http://www.lanka-cat.com/en/home/</a>
35	Iron One Technologies	<a href="http://www.irononetech.com/home.html">http://www.irononetech.com/home.html</a>
36	zMessenger	<a href="http://www.zmessenger.lk/">http://www.zmessenger.lk/</a>
37	Eurocenter DDC Ltd	<a href="http://www.eurocenterddc.com/">http://www.eurocenterddc.com/</a>
38	Innodata-Isogen	<a href="http://www.innodata-isogen.com/">http://www.innodata-isogen.com/</a>
39	Legal Base	<a href="http://www.legalbaselaw.com/">http://www.legalbaselaw.com/</a>
40	Timex BPO	
41	Allion Technologies	
42	Rev Analytics	
43	Business Solution Systems	<a href="http://www.bss.lk/">http://www.bss.lk/</a>
44	Spectra Skills	
45	Brandix	<a href="http://www.brandix.com/">http://www.brandix.com/</a>

46	AKLO Information Technologies	<a href="http://www.akloit.com/">http://www.akloit.com/</a>
47	KloudIP BPO	<a href="http://www.kloudip.com/">http://www.kloudip.com/</a>
48	IIMI	<a href="http://www.capturedata.com/">http://www.capturedata.com/</a>
49	IBM	<a href="http://www.ibm.com/lk/en/">http://www.ibm.com/lk/en/</a>
50	CODEGEN	<a href="http://www.codegen.it/">http://www.codegen.it/</a>
51	IFS (Global)	<a href="http://www.ifsworld.com/">http://www.ifsworld.com/</a>
52	Aepan	<a href="http://www.aepona.com/">http://www.aepona.com/</a>
53	Silk	<a href="http://www.silk-outsourcing.com/">http://www.silk-outsourcing.com/</a>
54	Providence	<a href="http://www.providenceglobal.com/">http://www.providenceglobal.com/</a>
55	Infomate pvt Lmt (JKH)	<a href="http://www.infomateworld.com/">http://www.infomateworld.com/</a>
56	Azure Global	<a href="http://www.azure-global.com/">http://www.azure-global.com/</a>
57	BPO Sri Lanka	<a href="http://www.bposrilanka.com/accounting_consultancy/">http://www.bposrilanka.com/accounting_consultancy/</a>
58	NGS Technologies	<a href="http://www.ngstechnologies.com/Home.aspx">http://www.ngstechnologies.com/Home.aspx</a>
59	Kaleido Source	<a href="http://www.kaleidosource.com/">http://www.kaleidosource.com/</a>
60	TATA Communications	<a href="http://www.tatacommunications.com/">http://www.tatacommunications.com/</a>
61	WSO2	<a href="http://wso2.com/">http://wso2.com/</a>
62	Apturion	
63	Eves IT	
64	LankaClear	
65	Datamation	<a href="http://www.datamation.lk/">http://www.datamation.lk/</a>
66	Respere	<a href="http://respere.com/">http://respere.com/</a>
67	AGSoft	<a href="http://www.agintl.com/">http://www.agintl.com/</a>
	Orion City	
68	Tholons	<a href="http://www.tholons.com/">http://www.tholons.com/</a>
69	Zone 24x7	<a href="http://www.zone24x7.com/">http://www.zone24x7.com/</a>
70	Teamwork Technologies	<a href="http://www.teamwork.se/">http://www.teamwork.se/</a>

71	MillenniumIT	<a href="http://www.millenniumit.com/main.html">http://www.millenniumit.com/main.html</a>
72	Microsoft	<a href="http://www.microsoft.com/en/lk/default.aspx">http://www.microsoft.com/en/lk/default.aspx</a>
73	Ridgecrest Financial	<a href="http://www.ridgecrestfinancial.com/">http://www.ridgecrestfinancial.com/</a>
74	Medkpo	<a href="http://www.medkpo.com/">http://www.medkpo.com/</a>
75	Medigain	<a href="http://www.medigain.com/">http://www.medigain.com/</a>
76	Quantum	<a href="http://www.quantumbpo.com/">http://www.quantumbpo.com/</a>
77	Dinota IT	<a href="http://www.dinotait.com/">http://www.dinotait.com/</a>
78	JKCS	<a href="http://www.jkcsworld.com/">http://www.jkcsworld.com/</a>
79	RR Donnelley	<a href="http://www.rrdonnelley.com/Home.asp">http://www.rrdonnelley.com/Home.asp</a>
80	IFS	<a href="http://www.ifsworld.com/si-LK">http://www.ifsworld.com/si-LK</a>
81	Pearson eCollege	<a href="http://www.ecollege.com/index.learn">http://www.ecollege.com/index.learn</a>
82	Aranxa Software (Pte)	<a href="http://www.aranxa.com/aranxauser/aranxa/home.html">http://www.aranxa.com/aranxauser/aranxa/home.html</a>
83	Dialog	<a href="http://www.dialog.lk/ecm/">http://www.dialog.lk/ecm/</a>
84	Zillion	<a href="http://www.zillion.com/">http://www.zillion.com/</a>
85	WNS	<a href="http://www.wns.com/">http://www.wns.com/</a>
86	Informatics	<a href="http://www.informaticsint.com/">http://www.informaticsint.com/</a>
87	Amba Research	<a href="http://www.ambaresearch.com/">http://www.ambaresearch.com/</a>
88	HSBC Global Resourcing	<a href="http://www.hsbcglobalresourcing.com/">http://www.hsbcglobalresourcing.com/</a>
89	hSenid	<a href="http://www.hsenid.com/">http://www.hsenid.com/</a>
90	Navantis	<a href="http://www.navantis.com/Pages/Default.aspx">http://www.navantis.com/Pages/Default.aspx</a>
91	Virtusa	<a href="http://www.virtusa.com/">http://www.virtusa.com/</a>



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## List of potential interview candidates

Note: Contact details has been suppressed to maintain privacy

	Name	Designation	Contact Number/ email
1.	Mr Madu Ratnayaka	GM Virtusa	
2.	Dr Harsha Subasinghe	CEO CODEGEN	
3.	Dr Sanjiv Weeraman	CEO, WSO <sub>2</sub>	
4.	Prof Rohan Samarajiva	Chairman, LIRNEAsia	
5.	Mr Sujee Saparamadu	CEO Orange HRM	
6.	Mr Dinesh Saparamadu	Founder & CEO hSenid	
7.	Mr Lavan Fernando	CEO Zone 24x7	
8.	Mr Chandika Jayasundara	CEO Cinergix/Creately	
9.	Mr Gihan Fernando	Garmos TEchnologies	
10.	Dr Upali Kohomban	Codegen	
11.	Dr Jayantha Rajapaksa	Monash, Malaysia	
12.	Dr Abhaya Induruwa	Canterbury Christ Church University, UK	
13.	Mr Raomal Perera	Adjunct Professor of Entrepreneurship and Family Enterprise   Valista	
14.	Dr Damminda Alahakoon	Monash, Australia	
15.	Mr Tony Weerasinghe	CEO MIT	
16.	Mr Mano Sekaram	CEO, Eurocenter DDC	
17.	Prof Saman Amrasinghe	MIT, US	
18.	Mr Mangala Karunaratne	CEO, Calcey Technologies, US	
19.	Mr Chandima Mendis	CEO, CodeConnexion, Denmark	
20.	Mr Saman Halgamage		
21.	Dr Buddhinath Jayathilaka	Creative Solutions Lanka	

22	Mr Sanath Fernando	Ridge Crest	
23	Mr Nalina Wijesundara	eCollege	
24	Mr Reshan Devapriya	CEO, ICTA	
25	Mr Chrishantha Nanayakkara	ICTA	
26	Mr Ajith Samaranayake	MIT	
27	Mr Manju Hattotuwa	World Bank	
28	Dr Srinath Perera	WSO2	
29	Ms Lakmini Wijesundara	Iron One	
30	Mr Peter De Almeida	N*Able	
31	Mr Krishan Jayatunga	Kroworks	
32	Mr Jeevan Gnanam	Providence	
33	Mr Dushan Soza	WNS	
34	Mr Ramesh Chanmugan	Keells IT	
35	Prof Athula Ginige	University of Moratuwa, Sri Lanka. University of Sydney	
36	Dr Shaban Werawarana	University of Moratuwa www.lib.mrt.ac.lk	
37	Mr Dulith Herath	Kapruka	
38	Ms Shinanthi Kelly	Infinite Media	
39	Mr Harsha Poorasinghe	Micro Image	
40	Mr Jeggan Rajendram, Mr Nadeem Rajabdeen and Mr Sabir Esufali	Anything.lk	

## List of interviews done

Note: Contact details has been suppressed to maintain privacy

	Name	Designation	Contact
1.	Mr Madu Ratnayaka	GM Virtusa	
2.	Dr Sanjiv Weeraman	CEO, WSO <sub>2</sub>	
3.	Prof Rohan Samarajiva	Chairman, LIRNEAsia	
4.	Mr Sujee Saparamadu	Co-Founder & CEO Orange HRM	
5.	Mr Dinesh Saparamadu	Founder & CEO hSenid	
6.	Mr Lavan Fernando,( via Sankalpa Gamwarige)	CEO Zone 24x7	
7.	Mr Chandika Jayasundara	Co-Founder & CEO Cinergix/Creately	
8.	Dr Upali Kohomban	CodeGen	
9.	Dr Abhaya Induruwa	Canterbury Christ Church University, UK	
10.	Mr Raomal Perera	Adjunct Professor of Entrepreneurship and Family Enterprise, Valista	
11.	Dr Damminda Alahakoon	Monash, Australia	
12.	Prof Saman Amrasinghe	MIT, US	
13.	Mr Mangala Karunaratne	CEO, Calcey Technologies, US	
14.	Mr Chandima Mendis	CEO, CodeConnexion, Denmark	
15.	Dr Buddhinath Jayathilaka	Creative Solutions Lanka	
16.	Mr Nalina Wijesundara	eCollege	
17.	Mr Dushan Soza	WNS	
18.	Mr Peter D'Almeida	N*Able	
19.	Dr Shahani Werawarana	University of Moratuwa	
20.	Mr Dulith Herath	Kapruka	
21.	Dr Srinath Perera	WSO2	
22.	Mr Krishan Jayathunga	Kroworks	
23.	Mr Chandima Mendis	CodeConnexion	

## Appendix B

### List of interview questions

	Question	Research Variable
1.	Can you tell me about your educational and professional background?	Level of education Professional experience
2.	Where are you currently located? Abroad/ home	Diaspora return Diaspora circulation
3.	What was the reason for you leaving Sri Lanka/ returning to Sri Lanka?	Factors that determine migration Factors that determine return
4.	Do you frequently travel, and for what purpose?	
5.	Have you been involved in starting up of an IT firm(s), and if so what was your role in the start up?	IT entrepreneurship
6.	Who invested in your start up company? Local entrepreneurs, family business, foreign investors or other?	Capital funding Diaspora networks
7.	Tell me about the kind of work done by your firm? If you are able to tell me the turnover, how much is it?	IT company
8.	Does this involve adaptation to new technology? How do your employees obtain the necessary knowledge and skills for this?	Diaspora contribution to knowledge and skills transfer
9.	Have you hired IT professionals who have studied and worked abroad for any of your projects? Is there any special reason for this?	Diaspora return Diaspora circulation
10.	Can you describe how advanced ICT (and perhaps transportation) has enabled your firm to operate across different countries?	ICT advancing Diaspora contribution
11.	What are the challenges in setting up an IT firm in Sri Lanka (by a Diaspora member) and what can the government do to improve this situation?	Home country characteristics
12.	What can the Foreign Missions in countries that have a high concentration of Sri Lankan Diaspora (like the US, UK, Canada and Australia) do to strengthen Diaspora Networks?	Home country characteristics
13.	Give me a list of institutions, organizations and perhaps ministries that you dealing with regarding your business?	Home country characteristics

**Sample interview transcripts (of a face-to-face interview)**

**Interview 21 June 2011, 5.00 pm**

Interviewee: Dr. Buddhinath Jayatilleke, Director, Software Engineering  
[www.linkedin.com/pub/buddhinath-jayatilleke/](http://www.linkedin.com/pub/buddhinath-jayatilleke/)  
 Company: Creative Search Technologies  
<http://www.cslworld.com/>

Question	
<b>1. Can you tell me about your educational and professional background?</b>	Schooled at Richmond College Galle, did his basic degree at University Moratuwa, Department of Computer Science & Engineering, Masters in Software Systems Engineering, Melbourne University and PhD in Computer Science at the RMIT University, Melbourne , Australia
<b>2. Where are you currently located? Abroad/ home</b>	Permanently based in Melbourne, Australia
<b>3. What was the reason for you leaving Sri Lanka/ returning to Sri Lanka?</b>	For higher studies. I came back to Sri Lanka in 2007.
<b>4. Do you frequently travel, and for what purpose?</b>	Yes, very frequently for business purpose between Norway (client), Australia (marketing base) and Sri Lanka (Main Office)
<b>5. Have you been involved in starting up of an IT firm(s), and what was your role?</b>	Yes, way back in 1999 when University closed I co-founded a software company called Four Corners in which I continued to work as a developer even during my third/fourth years. Four Corners was one of the first companies to give internet based business solutions in Sri Lanka. We worked specially for a US partner who funded this venture as a company following the .com model. When the .com bubble went bust, Four Corners moved into other areas of web based solutions. Once I completed my doctoral studies I returned to Sri Lanka and was involved in forming Creative Search Technologies which is a subsidiary of Creative Solution, where I'm currently working as Director, Software Engineering.
<b>6. Who invested in your start-up company? Local entrepreneurs, family business, foreign</b>	

<b>investors or other?</b>
Four Corners - Foreign investor (found by my partner)Creative Search Technologies - FDI by our Norwegian partners (we are 100% BOI company)
<b>7. Tell me about the kind of work done by your firm? If you are able to tell me the turnover, how much is it?</b>
We provide offshore software development for Europe and Australia. Creative Solutions has about 250 people working in total (out of which 120 work for Microsoft) at Creative Search Technologies. CST mainly works on enterprise search technology related assignments. Creative Solutions handle another major client called Cambio and we've taken many small and medium scale offshore development projects as well. We use J2EE, .NET and open source software, MySQL, MS SQL Server and Oracle. We also do web development with a host of new technologies.
<b>8. Does this involve adaptation to new technology? How do your employees obtain the necessary knowledge and skills for this?</b>
We have access to all of Microsoft reference and our staff is able to learn from that. We have special training programs conducted not only to impart domain knowledge and technology know-how but also to develop communication skills and assertiveness.
<b>9. Have you hired IT professionals who have studied and worked abroad for any of your projects? Is there any special reason for this?</b>
Yes, I would say a good graduate's technical knowledge is in par with a foreign graduate. But anybody who's studied abroad is better at handling foreign clients, better in communication and has a wholesome mind-set.
<b>10. Can you describe how advanced ICT (and perhaps transportation) has enabled your firm to operate across different countries?</b>
ICT is what makes the way we work possible. We run a direct operation here, though located geographically in distant locations our staff is part of a very large team. This is made possible with the advance ICT that I feel is not lacking in any manner (in Sri Lanka) to what I would experience in Melbourne. (we use a very expensive 45 MB leased line which our Norwegian client is willing to pay) our staff has access to 3G when on travel and is never limited by where they are when it comes to working together. I also travel alot to manage the business so these two have been the pillar upon which our offshore software development model is functioning.
<b>11. What are the challenges in setting up an IT firm in Sri Lanka (by a Diaspora member)</b>

<p><b>and what can the government do to improve this situation?</b></p>
<p>In my opinion what is lacking is a one-stop-shop where everything pertaining to the setting up of a company could be handled. ie BOI could coordinate with the TRC, banks, EDB etc and make it easier for the entrepreneur to get started. He needs to pay greater attention to operational tasks rather than carrying documents from one organization to another.</p>
<p><b>12. What can the Foreign Missions in countries that have a high concentration of Sri Lankan Diaspora (like the US, UK, Canada and Australia) do to strengthen Diaspora Networks?</b></p>
<p>Build a forum for IT and BPO companies. Organize trade promotions; create awareness among the established Sri Lankans (those who have migrated about 10 years ago) about offshore software development, outsourcing and the huge potential of the IT industry in Sri Lanka. Our strength is in taking the small-to-medium scale software development projects, of clients who need meticulous coding and high quality in software. Establish a database of IT professionals so that Sri Lanka could track down potential candidates and call for their service for short terms or invite for events.</p>
<p><b>13. Give me a list of institutions, organizations and perhaps ministries that you dealing with regarding your business?</b> Already mentioned.</p>
<p><b>14. Have you considered working for Universities in Sri Lanka?</b></p>
<p>I'm already teaching a module for the MBA offered by the CSE Department of University of Moratuwa, I'm a guest lecturer at University of Colombo. I regularly supervise projects of CSE students. I have designed and conducted a module called Enterprise Search Technologies for an MSC course. This is similar to the training received by our in-house carder.</p>
<p><b>15. Many IT professionals and academics working abroad are not keen in returning to their home country. What do you think are the reasons?</b></p>
<p>Diaspora would like to enjoy the same life style. They would find it too expensive to maintain the same standards. Developed countries have better income options as well as better career options and more resources.</p>

**Sample interview transcript (of a Skype interview)**

**Interview 5 July 2011, 5pm Skype**

Interviewee: Krishan Jayathunga, Graphics Designer – Toronto, Canada

<http://ca.linkedin.com/pub/krishan-jayatunge/4/11/345>

Company: Kroworks

<http://www.kroworks.com/>

**Questions**

**1. Can you tell me about your educational and professional background?**

MA Business Communication / Public Relations – European University, Paris, France

BfA Spec. Hons – York University, Toronto, ON, Canada

15+ yrs graphic design work primarily freelance

**2. Where are you currently located? Abroad/ home**

Toronto, ON, Canada (home)

**3. What was the reason for you leaving Sri Lanka/ returning to Sri Lanka?**

Personal reasons – I started to find the social space there a little constricting.

NA: Just tell me what made your parents leave SL & how old were u then?

KJ: well, they left in 73. I was 2yrs. I think it was the political situation in Lanka they didn't like, plus they wanted to give us more educational opportunities. I don't remember too well.

NA: So having studied in Canada what made you come & work in SL.. was your 1st job here at Young Asia TV?

KJ: Nope. I actually did work for ITDG before Young Asia, and before that for the Post Graduate Institute of Archaeology and SLANA (Sri Lanka Anti Narcotics Agency).

NA: What made you come back to SL?

KJ: I returned to Sri Lanka to find my "roots", as many repatriate kids do.

NA: What year was it that you came back & how long did you work here?

KJ: I arrived in Lanka in 1994 I think, and left in early 1999. I was only there for a short time.



<p>NA: Is there a special reason why you worked with activist &amp; development agencies rather than commercial or advertising firms?</p> <p>KJ: Like many super heroes, I only wanted to use my powers for good. Seriously though, I just felt like it made more sense to work for activist &amp; development agencies than for the commercial sector. From the moment I landed in Lanka I was courted by such agencies, but only got into the commercial stuff after working at YATV, and that was only for a short time. Reward is not purely a monetary thing. At that point in my life, reward equaled interesting work, helping in some way or another and seeing and doing new things, so the non-profit sector made most sense. Now, reward equals more time with my son, which means that I have to rely on the less work for more money equation that only corporate work can give.</p>
<p><b>3. Do you frequently travel, and for what purpose?</b></p> <p>Not really after my son was born.</p> <p><b>NA: Do you have connections over in Sri Lanka?</b></p> <p>KJ: Not really. I do go back to visit family , and I was just there on a business trip to do some design work for this surf line, but I don't do an annual sojourn to Lanka the way I used to.</p>
<p><b>4. Have you been involved in starting up of an IT firm(s), and if so what was your role in the start up?</b></p>
<p>Nope. Although my work includes some IT aspects, I feel I am primarily a freelance graphic designer.</p>
<p><b>5. Who invested in your start-up company? Local entrepreneurs, family business, foreign investors or other?</b></p> <p>No-one</p>
<p><b>6. Tell me about the kind of work done by you/your company?</b></p> <p>Graphic design I work primarily for large clients including Kraft (US and Canada), Loblaws and soon (hopefully)the Mars Group.</p>
<p><b>7. Have you comeback to Sri Lanka and worked? What was your contribution to the local IT industry?</b></p>
<p>Well, I did set up the first graphic department at YATV and got that ball started and gave Probie (founder of dimension X - <a href="http://www.facebook.com/pages/Dimension-X-Pvt-Ltd/160095304060733?sk=info">http://www.facebook.com/pages/Dimension-X-Pvt-Ltd/160095304060733?sk=info</a>) his first break. Also, I was one of the first commercial 3-D</p>

animators in the country.

**8. You are a talented Graphics Designer. And there is a dearth for good designers in Sri Lanka. Have you considered working with the Universities?**

No, I have no patience and would be afraid of hitting the students.

NA: In my research so far, I've learnt that there's a dearth for designers, good products need good interfaces but we don't have proper breeding grounds for that. Would you consider collaborative work with universities in SL?

KJ: If I were there, yes. From what I've seen in Lanka is that there is a huge amount of emphasis put on the technical aspects of creation and very little on the creative (imaginative) side of it. That is something that has to change. If you look at how Singapore is fostering creative development among it's youth, you start to realize how important that sort of thinking and problem solving will be in the future (if not now). So, yes, I would consider working in universities, but I can't because I'm here. I don't think it would be fair to the students even if it was on and off. I would have to be there for a full run of a course.

**9. Can you describe how advanced ICT (and perhaps transportation) has enabled IT professionals to operate across different countries?**

Ummm, the internet has helped.

**10. What can the Foreign Missions in countries that have a high concentration of Sri Lankan Diaspora (like the US, UK, Canada and Australia) do to strengthen Diaspora Networks?**

I'm not sure Diaspora networks need to be strengthened. There seems to be very tight Sinhalese, Tamil, Burger and Malay communities already existing in Toronto.

NA: Toronto has got the 2nd largest number of SL migrants... what I meant by Diaspora networks is how they can connect among themselves and make themselves available for development activities in SL... not necessarily in IT (although that's my focus right now)

KJ: Well, we do fund quite a bit of the LTTE. It has been proven.

NA: Yes apart from that, what else can be done.

KJ: But to be honest, I really don't know what more they can do. I know all those old boys and girls clubs exists here (Royal, Thomian, Trinitian, Vishaka, Ladies). There seems to be a thriving publishing business creating newspapers and sheets for the Sri Lankan Diaspora. They have TV shows, radio shows, cultural get-togethers. They even had a Sri Lankan festival (with an exhibit of "cultural artifacts" that looked like they had just ripped off a

Laksala (I was HORRIFIED!!) here at Harbour Front. So the Diaspora community is super tight. It's just in motivating them to contribute back to Lanka that there is a problem. I'm talking from an outsider point of view here, as I'm not really part of that community at all. I really don't hang out with many Sri Lankans.

But one thing I know is that there is a level of mistrust towards NGOs in Lanka (unless they are full on INGOs like STC or WWF or something) because of the LTTE fundraising that has been done under the guise of NGO fundraising. but to be honest, I'm so divorced from the Diaspora, I wouldn't know. I'm sorry, but I'm a kalu suddha in a big way.

NA: Do u think you are a 2<sup>nd</sup> generation migrant? (like kids born to migrant parents)

KJ: Oh without a doubt. I was very small when I came here. I haven't had much of Sri Lankan culture. I only really go to Scarborough zwhen I need some kottu roti.

But you would be surprised at how "in the community" second generation migrants are these days. My actual experience in Sri Lanka was limited to those five years I spent there and family vacations. I think I am a little out of it because my parents moved here so early and there was no real Sri Lankan community set up. We were forced to integrate, and didn't have the option to ghettoize that more recent immigrants have had.



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**11. Many IT professionals and academics working abroad are not keen in returning to their home country. What do you think are the reasons?**

For me it is my son. I think there are far more opportunities life wise and education wise and job wise here. So we stay here. Plus, I love his school – it's on an island!

**Background**

**Education:**

- Bachelor of Fine Arts, Specialized Honours 1989-1993 York University, Toronto, Canada.
- Master of Arts in Business Communications and Public Relations 1993-1994 European University, Paris, France. Awarded Outstanding Achievement Award for the MA Class of 1994.

**Professional:**

With a proven track record of over 10 years of client centered design, Krishan Jayatunge has gleaned extensive international experience both on the beaten track (Paris, London and

Singapore) and off (Papua New Guinea, Sri Lanka, India and Pakistan). He has worked with a wide variety of clientele - from small grassroots organizations (Morobe NGO Kibung) to large corporations (Cadbury Adams). His work has ranged from small, one color, single sheet brochures to large-scale wall and signage graphics for the soon to be opened Library of Design in Singapore. His present work focuses primarily on web development using Flash, CSS, PHP and a good sense of design and info-structure. He is comfortable working both in print and web based media and swims through both with ease.

**Work experience:**

**Manager, Graphics Department.**

Young Asia Television, 1995 – 1996

**Consultant - Communications Specialist**

Papua New Guinea Community Development Scheme (AusAID), June 1999 – October 2000

**FRTD, 1999 – 2007**

Developed and maintain websites for IFRTD and IFRTD initiatives

- [www.ifrtd.org](http://www.ifrtd.org)
  - [www.ruralwaterways.org](http://www.ruralwaterways.org)
  - [www.mobilityandhealth.org](http://www.mobilityandhealth.org)
- 

Designed various print publications

Developed "Rural Transport Toolkit" - an interactive Flash based CD ROM

**Freelance Designer**

Cadbury PLC, 2004 – 2010

**Kroworks** - own company (January 2000 – Present)

Developed and designed various print and new media projects.

Static websites for:

- Intermediate Technology Group (now Practical Action) Sri Lanka (PA-SL)
- Community Concern Society
- Sri Lanka Environmental Television Productions
- TRISP
- International Water Management Institute (IWMI)

PHP/MySQL based websites with integrated CMS for:

- the Gender and Disaster Sourcebook
  - the Professional Association of Interns and Residents in Ontario (PAIRO)
  - Television Trust for the Environment
  - Centre for Poverty Alleviation (CEPA)
  - International Forum for Rural Transport and Development (IFRTD)
  - PA-SL
- 
- Flash website on Sepik art and a site on Tibetan Medical Thangkas for the IDRC (Singapore)
  - print (brochures, posters, cards, annual reports, books) and digital media for the Learning Disabilities Association of Ontario, CEPA, PAIRO, PA-SL, TVE-AP and IFRTD.



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## Sample interview transcript (of a email interview)

Interview method: 28, June 2011 eMail

Interviewee: Chandima Mendis, CEO

[chandima@codeconnexion.com](mailto:chandima@codeconnexion.com)

Company: Codeconnexion

[www.codeconnexion.com](http://www.codeconnexion.com)

Question
<b>1. Can you tell me about your educational and professional background?</b>
B.Sc. (Eng) from Moratuwa, M.Sc. from the Technical University of Denmark
<b>2. Where are you currently located? Abroad/ home</b>
Denmark
<b>3. What was the reason for you leaving Sri Lanka/ returning to Sri Lanka?</b>
Left for studies, and got married abroad. Returned to start up a company.
<b>4. Do you frequently travel, and for what purpose?</b>
Yes. Sales activities in Scandinavia.
<b>4a. How often do you travel back to Sri Lanka (and for what purpose)?</b>
I visit Sri Lanka 6 to 10 times a year, for company management.
<b>4b. Have you been involved in starting up of an IT firm(s), and if so what was your role in the start up?</b>
Yes. Founder of Code Connexion.
<b>5. What lead you to founding of CodeConnexion in Sri Lanka?</b>
It has been my ambition for a long time to start a company in Software development, and contribute to the development of the Sri Lankan IT Industry.
<b>6. Who invested in your start-up company? Local entrepreneurs, family business, foreign investors or other?</b>
Foreign investors and myself.
<b>6a Who were your foreign investors, was it through FDI and is the firm a BOI</b>

<p><b>company?</b></p> <p>My foreign partner is IT Practice A/S of Denmark. A 100% IT exports company, CodeConexion is a BOI company.</p>
<p><b>7. Tell me about the kind of work done by your firm? If you are able to tell me the turnover, how much is it?</b></p>
<p>Software development and maintenance services. Between 70 to 110 Mill Rs.</p> <p>100% export.</p>
<p><b>8. Does this involve adaptation to new technology? How do your employees obtain the necessary knowledge and skills for this?</b></p>
<p>Some adaptation needed. C#.Net and Java are the basic skills needed. Self-study is a major knowledge acquisition method. Courses at education providers is another, for specialized areas (like Sharepoint, Oracle PL/SQL etc)</p>
<p><b>9. Have you hired IT professionals who have studied and worked abroad for any of your projects? Is there any special reason for this?</b></p>
<p>Yes. No special reason. Having the required skills is what is necessary. Having worked abroad improves English communication skills, which is a key skill we require.</p>
<p><b>10. Can you describe how advanced ICT (and perhaps transportation) has enabled your firm to operate across different countries?</b></p>
<p>Broadband connectivity is the main enabling technology. Sri Lanka is lagging far behind other countries with regard to this (see the country ranking at: <a href="http://www.netindex.com/download/2,74/Sri-Lanka/">http://www.netindex.com/download/2,74/Sri-Lanka/</a>)</p> <p>Global average for download speed is 8.75 Mb/s (Sri Lanka 1.14Mb/s).</p>
<p><b>11. What are the challenges in setting up an IT firm in Sri Lanka (by a Diaspora member) and what can the government do to improve this situation?</b></p>
<p>The main challenge for any IT company in Sri Lanka is to find qualified IT Professionals. Even though the output from universities in Sri Lanka in the IT field has increased, there is a lack of experienced IT developers in Sri Lanka. One reason for this is that many IT professionals move away into management after a few years, especially people with university degrees.</p> <p>Maintaining peace and harmony in the country is the major factor as far as the</p>

<p>government's contribution is concerned. If peace is maintained the private sector can develop the IT field without much difficulty. The government should also focus on improving the IT education in Sri Lanka, from primary school to universities and ensure that all students have good access to the internet. Infrastructure of the country (electricity, telecommunication, roads) should also be improved.</p>
<p><b>12. What can the Foreign Missions in countries that have a high concentration of Sri Lankan Diaspora (like the US, UK, Canada and Australia) do to strengthen Diaspora Networks?</b></p>
<p>I think the foreign missions should focus on marketing Sri Lanka by projecting a positive picture of Sri Lanka to counter the negative picture projected by the 30 year war situation and the continuation of negative news in the media about human rights violations. Cannot comment on US, UK, Canada and Australia as I am in Denmark.</p>
<p><b>13. Give me a list of institutions, organizations and perhaps ministries that you dealing with regarding your business?</b></p>
<p>BOI, Inland revenue, EPF, ETF</p>



**Background** Founder & CEO Codeconnexion. CodeConnexion was established in Colombo, Sri Lanka by Chandima Mendis and IT Practice A/S of Denmark in April 2004.

Chandima is an IBM certified IT Architect with over 15 years of experience in Systems Integration and Software Development in Denmark and other Scandinavian countries. He holds an M.Sc. degree from the Danish Technical University, Lyngby (1992) and a Bachelors degree in engineering from the University of Moratuwa, Sri Lanka (1990). Chandima is the CEO of CodeConnexion and leads the development activities in Colombo. He lives in Hørsholm, Denmark and Colombo, Sri Lanka.

IT Practice is a provider of mission critical business systems integration services to customers in multiple industries, and has been selected as the number 1 Systems Integrator in Denmark by Computerworld Top-100 list in 2005.

Source: <http://www.codeconnexion.com/company/history.html> (accessed 20th June 2011)



## Appendix C


### Summary of evidence in a spreadsheet format


HUMAN CAPITAL			
Code	Name	Education	Professional Background
Diaspora Contribution to Sri Lankan IT Industry			
1	Madu Ratnayake	<p>Study in Sri Lanka D. S. Senanayake College, NIBM Diploma, MBA (PIM)</p> <p>Study Abroad Degree in Software Engineering City University, London, UK</p>	<p>Work in Sri Lanka Worked for Virtusa for 1.4 yrs, currently holds the position of Vice President &amp; General Manager Virtusa Corporation. General Secretary of NIBM and Board Member, Sarvodaya Fusion Organisation.</p> <p>Work Abroad British Telecom, Petroleum (UK) Having worked with companies in the U.S, UK you always get exposed to the cutting edge technology.</p>
3	Dr Sanjiva Werawarana	<p>D. S. Senanayake College, NIBM Diploma, MBA (PIM)</p> <p>Ph.D. in Computer Science from Purdue University, USA</p>	<p>IBM Research (August 1997 – April 2005) A visiting Professor at Purdue University (1994 – July 1997) and the Polytechnic Institute of New York University (1998 – 2000)</p> <p>Founder, Chairman and CEO of WISO2, Inc. (August 2005 – Present). Founder &amp; Director of Thinkcube Systems, Lanka Software Foundation and Co-Founder &amp; Director of Sahana Software Foundation. Visiting lecturer at the University of Moratuwa (2002-09)</p>
4	Dr Rohan Samarajiva	<p>Attorney-at-Law of the Supreme Court of Sri Lanka. 1979.</p> <p>Ph.D. (Communication), Simon Fraser University, Canada. 1985, M.A. (Communication), Simon Fraser University. 1982.</p>	<p>Visiting Professor of Economics of Infrastructures at the Delft University of Technology in the Netherlands (2000-03) and Associate Professor of Communication and Public Policy at the Ohio State University in the US (1987-2000), Policy Advisor to the Ministry of Post and Telecom in Bangladesh (2007-09)</p> <p>Rohan Samarajiva is a founding Chair and CEO of IRNEAsia, an ICT policy and regulation think tank active across 12 emerging Asian economies. Rohan is a leader at the Sri Lanka Ministry for Economic Reform, leading participation in the design of the Sri Lanka Initiative to attract General of Telecommunications in Sri Lanka (1998-99) as a founder director of the ICT Agency of Sri Lanka (2003-07) Honorary Professor at the University of Moratuwa in Sri Lanka (2003-04), member of the Board and former Chair of the Lanka Software Foundation and Senior Advisor to Sarvodaya (Sri Lanka's largest community based organization) on Innovation.</p>
5	Sujee Saparamadu	<p>Studies upto ALS</p> <p>MS in Computer Information Systems from Boston University, Massachusetts, USA (1992 – 1993), BS in Computer Science and a minor in Electrical Engineering and Mathematics from University of New Haven, in Connecticut, USA (1989 – 1991)</p>	<p>Technical Support Engineer, LaserData, (1993 – 1996), Technical Consultant, Eastman Kodak (1996 – 1997), Team Lead / Senior Software Engineer, Morgan Stanley (1998 – 2006), Business Analyst / Senior system Architect (Consultant) Merrill Lynch (2003 – 2004)</p> <p>played an advisory role as Director Application Development, Hsenid Software International (2003-04) CEO, OrangeHRM Inc (2006 – Present)</p>

SOCIAL FACTORS			
Income Gain/ Better Life Style	Family Ties	Give Kids the Exposure to Sri Lankan Culture Abroad	Education Benefits for Kids Abroad
<p>Gave up good jobs in UK, was not interested in PR</p> <p>was in the US for 16 year, I studies and worked at IBM research. Life Style was good and work challenging and well paid. But I returned when my eldest was ready for schooling. I didn't want them to grow up in a different culture.</p>	<p>In Sri Lanka</p> <p>My family was in Sri Lanka, I wasn't married then, wanted to settle down here (SI)</p>	 <p>University of Moratuwa, Sri Lanka Electronic Theses &amp; Dissertations <a href="http://www.lib.mrt.ac.lk">www.lib.mrt.ac.lk</a></p>	<p>Give Kids the Exposure to Sri Lankan Culture</p>
<p>went for my higher studies; I got a swimming scholarship at a University in North Eastern, a university in Boston. I am now based in New York, US because that's where Orange HRM is headquartered. I travel to Sri Lanka 6-7 times a year, because our R&amp;D center is in Colombo. We have offices in Europe and the West Coast (US).</p>	<p>My family was in Sri Lanka, I wasn't married then, wanted to settle down here (SI)</p> <p>My family was in Sri Lanka.</p> <p>Why they come back is not so much the ceasefire or the peace or anything like that, in many cases they are coming back because their parents.</p>	<p>I always wanted to return so that they can grow up as Sri Lankans and decide what they want to do with their lives. I didn't want them to be ABCD(American Born studies. The world is a small place. If you can help your children to be global citizens that's the best thing you can do.</p>	<p>Education Benefits for Kids Abroad</p>

ADVANCED ICT & TRANSPORTATION			
Dual Citizenship	Business/ Professional Networks	Frequent Travel	Use of Advance ICT
<p>The rest of my family has Dual Citizenship. I gave up the US Citizenship)</p>	<p>The start up was between Sri Lankan Kris &amp; Thushara Canagaratne and American Bill &amp; Sandy Giles.</p>	<p>I travel to where our business is US, UK and India and I've travelled to Europe and Australia to see if there's a market potential.</p> 	<p>Working on the global model we use techno based video conferences, text messaging, calls through laptops. Our office functions are automated. When you look at our sales force, finance, HR all those work on a global platform. The third most important piece how do we harness the collective wisdom of the company. (KM platform called Yammer) it's a very powerful way to connect using ICT and social media.</p>
<p>For WSO2 the initial funding came from somebody I knew in Thailand and my co-founder, Paul Fremantle's father. Even when I came back to Sri Lanka in 2001, I was working for IBM research from home.</p>	<p>I go mostly for business 10 times a year. To the US mostly for conferences to sign up new businesses contracts.</p>	<p>There is a lot of travel (transportation) as well, these guys are always on flight.</p>	<p>Technology is everything. We support our customers for the US and UK, all over the world from here. If not for the fact that telecommunications and networking infrastructure is available for a very low cost (band with is a bit costly) we could do business profitably.</p>
			<p>One is software and the other is IT enabled (ITES). We can simply say that the BPO industry would not exist without ICT and telecom. It exists because of it. If they cannot communicate with their clients on day-to-day basis, at very low cost they can't do business. We take Virtusa has got offices in London, in India and the US and so on. WSO2 is actually incorporated in California and has an office here. You take a little office like Micro Image that is down Cotta Road, they have offices in Fiji, Singapore, and Sri Lanka. How do they manage all these? Obviously with ICT. There is a technology called Teleprocess. Its absolutely fantastic technology, the quality is so high on video conferencing that you feel like almost reaching into the screen and shaking their hands. You feel like they are in the room. It requires 5 MB for a two-way connection and 15 MB for a three-way connection. There's no place in Sri Lanka, even if you were willing to pay to get it.</p>
		<p>I come every three months or so to Sri Lanka on business (and well my family is here)</p>	


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DIASPORA RETURN/ CIRCULATION	
Quality & Cost of Internet Connectivity	Location
	<p><b>Leaving Sri Lanka</b></p> <p>I went for studies, I was never going to settle down there</p>
	<p>Colombo, Sri Lanka since 1996</p>  <p>University of Moratuwa, Sri Lanka. Electronic Theses &amp; Dissertations www.lib.mrt.ac.lk</p>
<p>Bandwidth is a bit costly.</p>	<p>Colombo, Sri Lanka since 2000</p> <p>I went for higher studies and later worked a visiting Professor and IBM researcher.</p>
<p>broadband; LIRN Easia web site we do benchmarking on costs for the whole region, Pakistan, India, Sri Lanka, Bhutan, Bangladesh. So you can look at Oct 2010 data that Sri Lanka is not exceptionally costly in terms of broadband... it's the always-on connection that consumers of small businesses use. That is not unusually expensive here. But the quality is not great. The leased lines are what are used by large companies. The leased lines are monopolized by the SLT. If for example Millennium IT will have a leased line. That is if you wanted to think about it, a leased line is more like a dedicated channel. That channel is used only by that company, while other things we are sharing some common facilities. The leased line costs are a little higher, according to our data. However I have been informed that the TRC has dropped it by 50%. Even 50% it will not bring it to the cheapest level. If the quality of the lease line is problem that is something they can deal through the Service Level Agreements (SLA).</p>	<p>Colombo, Sri Lanka since 2002</p> <p>I went for higher studies and later worked as an Associate Professor of Communication, Public Policy &amp; Management at Ohio State University. (1993-2000), as a visiting Professor of Economics of Infrastructures at Delft University of Technology, The Netherlands (2000-2003).</p>
	<p>In US</p>


ENTREPRENEURSHIP		Role
Returning to Sri Lanka	Start-up Company	
<p>I wasn't married... so I came back because I wanted to be here. I felt that I could do better here</p> <p>I got married to Dr Shahani there and we had children. When they were ready for school we decided to return. I want them to grow up in Sri Lanka.</p>	<p>Virtusa (1996) Co-Founders: Kris Cankelatne, Thushara Cankelatne, an American couple named John and Sandy Giles. It's a global company head quartered in the US.</p>  <p>WS02 I started with Paul. Friends who were in the US. I started with my wife. Both were in the US.</p>	<p>I was very much involved in the startup around 1996. Virtusa was very much a garage operation at that time, you know at the back of our CEO's house, there was about 10 people at that time. Chris was in the US and that was how we started. The early days I was very much involved, you know when you start a company you literally end up doing everything. Once you are building a company, when you reach a certain level, you start hiring people. HR and Finance functions you take on board when reach a certain size, but initially it's about building the core engine of the company.</p> <p>In both I was a co-founder. Lanka Software Foundation (<a href="http://www.opensource.lk/">http://www.opensource.lk/</a>) established in 2003. And there is Sahana (<a href="http://sahanafoundation.org/">http://sahanafoundation.org/</a>), a disaster management system, which also I started.</p>
<p>First came back in 1985 and worked as Research Associate, Institute of Fundamental Studies &amp; Arthur C. Clarke Centre for Modern Technologies. A lot of people are coming after the end of the war. The ceasefire was in Nov 2001 to 2002 Jan, so 2002 to 2004 a lot of professionals came back. If you look at Sajiva, myself and a whole lot of people came back during that period. But my experience is that it is a tough transition. It's very, very costly for people who have families. Very difficult for them to come unless they have a big cushion. Because you need to put them into international schools, the school system doesn't work here. You have to pay deposits on houses, one year's rent etc.</p>	<p>LIREAsia a research think tank in 2004. (got about company) It's a non-profit company with a budget of over US\$1 million p.a., currently funded primarily by International Development Research Centre of Canada and the Department for International Development, UK.</p>	<p>Orange HRM is the company (founder) I started about five years ago. We have now about 15 employees in Sri Lanka and about 10 in Europe and New York. I think it's important that I mention this. In the US we give opportunity to Sri Lankans who graduates, and we have sponsored them for the visas. Right now if you look at the US, it's a tough place to get jobs, because of the economy. But we have given the opportunity to students who are Sri Lankans. (2007)</p>

ECONOMIC FACTORS		BUSINESS BACKGROUND	
Investment	Size of Company	Work Done by Company	Technology/ Skills
<p>It's not a very capital intensive industry largely from their (four founders') own money. In 2003 we brought in some of the top tier Venture Capital. Like Charles River Ventures and Zigma Capital. Those are Technology Venture Capital funds in the U.S. So they brought in the capital at that time.</p>	<p>More than 5,000 (31 March 2011) Large. Revenue: \$100 mil. - \$250 mil.</p>	<p>IT services &amp; consulting: solution architecture, development, testing, deploying, managing it end-to-end IT solutions. We do this in multiple verticals: Banking, insurance, Telco, Media &amp; Entertainment, Health care, Airlines and the ISV (Independent Software Vendors which are product companies) services to them include data warehousing, business intelligence, business process management.</p>	<p>Any engineer working in this company will be talking with CIO of some of the top companies in the world, that brings in a lot of knowledge into the country. We are working in the global model. The global model has really accelerated the technology adoption in the country. That has gone to the Universities because we work closely with the Universities.</p>
<p>For WSO2 the initial funding came from somebody I knew in Thailand and my co-founder, Paul Fremantle's father. Then we raised US venture capital fund. For Thinkcube Shahani and I made the initial investment and then we got another Sri Lankan to partner the company.</p>	<p>Employees 120</p>	<p>We are a middleware company. We compete with IBM and Oracle and companies for that. Middleware are the tools that you use to build your own applications. We provide the middleware free of charge and if they want they can buy the support from us.</p>	<p>He has been involved with the Apache Software Foundation since 2000 when he worked on the original Apache SOAP project. In 2004 he founded the Lanka Software Foundation to encourage involvement in Open Source from Sri Lankans</p>
<p>The company was started with family funds. The first couple of years the CEO doesn't draw any salary, so he has to sustain himself on his savings so that the rest of the employees can be paid well and kept happy. So is it an investment in the company? Yes it is an investment. Last year MySQL founder David Axmark invested in the company. He is also one of our board members.</p>	<p>Employees 25</p>	<p>Product wise it's a human resource software, but our niche is on the open source. Our vision is to become the world's most used HR system. Right now we have million+ users using the product. It's given free and we charge for customization. The downloads are over 560,000. These are also milestones for Sourceforge. That for a Sri Lankan company it's a huge milestone. It's the first time it has happened. In December 2008, Orange HRIS became the project of the month. Except for Sahara (not a company it's an organization) these is a huge achievement as a Sri Lankan company. We have a huge client base, not only normal clients; billion dollar companies like Red Hat, Panasonic, Singapore Airlines.</p>	<p>We use LAMP that's Linux, Apache, MySQL and PHP and we use Agile programming. Actually my CTO is a Moratuwa grad, Him and he has a Masters from Carnegie Mellon University and he brings that blend into the company.</p>

KNOWLEDGE SHARING & INNOVATION	EXPOSURE	CHALLENGES FOR START-UPS
<p><b>Research &amp; Innovation</b></p> <p> Spearheaded the design and development of an open source system for disaster relief, Sahana in the wake of the 2004 Asian Tsunami. Sahana received the biggest award so far, the Free Software Foundation's award for the social benefit on the 24th of March 2007.</p>	<p><b>Our Contribution to Universities</b></p> <p>We have uplifted our education system as well, because a lot of us have very actively worked with the universities. From Moratuwa, Colombo, Uwa Wellissa, Jaffna to almost all universities. It is one of our CSR projects called Campus Reach. This has been going for 8 years. At any given time we have about 70-80 students are trained at Virtusa.</p>	<p><b>Hire from Abroad</b></p> <p>Definitely we hire quite a lot. Somebody who has studies in the US or UK, come up with a good emersion of their culture, and business communication and this will slightly edge him over the others. It's not a matter of technical knowledge might not be different from a Sri Lankan here. For our foreign markets we hire locals in the market. A Sri Lankan may work well with us but he may not work well with the locals (foreign country).</p>
<p>He has been involved with open source software both in IBM and in Apache for several years. In addition to the Apache Web services projects, he is the father of Apache Jakarta BSF and also contributed to Apache Kalan. In recognition for his contributions to Apache, he was elected a member of the Apache Software Foundation in 2003. He co-authored of many Web services specifications including WSDL, BPEL4WS, WS-Addressing, WS-RF and WS-Eventing.</p>	<p>I started teaching in 2002, I don't do that much now. I try to do at least one course every year. Also more than half the guys at WS02 I probably taught at some point. We have about 20 interns every year and we hire most of them later. We've hired 25 graduates from Moratuwa last year. I do mentoring to plenty of final year projects, MSK research.</p>	<p>Most important thing about setting up an IT firm is getting the right people. And we've had no problem in that regard because we've established a good reputation.</p>
<p>Orange HRM have different business models, we have the open source, then you have the commercial product and then you have the SaaS (the cloud version) model. Now Red Hat and NUS uses the SaaS model. Then there are couple of others who use the open source version and buy the support. So we do customizations for their requirements. Those are the different business models we have.</p>	<p>The main reason is the exposure and the social skills that they bring and which our university students are lacking. It's not the technology that they are lacking, it's the social skills, how to talk at meetings and come along with you so on. Yes we have done that. Our sales &amp; marketing team are all guys from the US.</p>	<p>I think if you are not going to be here (Diaspora) then you have to have good people to manage the company. A lot of people have come wanting to have a R&amp;D firm in Sri Lanka it won't just happen it's very hard, you need to understand the culture, you need to understand the way to handle people. I didn't have any problem setting up the company. Even if there was then hSenid would have taken care of it, I mean they have been there for the last 15 years or so.</p>

HOME COUNTRY CHARACTERISTICS		
Lack of Management & Skilled Workforce	Role of the Government	Role of ICTA, SLASSCOM, BOI, Banks
<p>The gap between supply &amp; demand of work force: One the management layer is very thin. Because we don't really produce people who can play at that level, so you have CEO who's completely over-worked, who has to go for every meeting he/she doesn't have depth in the management team. Second they have a huge churn problem in these companies, you can't hold and develop people. That is one reason why the top is very weak, because you can't grow people. Because there's a huge amount of loss at that middle level. Then the third category is people, you don't need degrees for that, the BPO industry that RR Donnelly wants 300 people but HSBG can't fill the seats. There just aren't enough people who meet the criteria. Because our educational system doesn't produce people for our new economy. It produces people for some other economy. Not this economy.</p> <p>Our guys are just as good (technically) as any foreign programmer but one thing they lack is the communication skills and the confidence levels. I know that these people have toast masters and that sort of activities in the universities.</p>	<p>Bandwidth certainly is a problem, you know the cost of bandwidth, recently there were some taxes introduced, which puts the cost even higher. Cost of electricity, cost of bandwidth and the availability of good quality real estate, office space those are the things that needs to be addressed.</p>  <p>May be the government can make Sri Lanka a safe destination.</p>	<p>Virtusa is involved with BOI (registered), Inland Revenue, Auditors, EDB (registered as export company), ICTA, SLASSCOM (registered)</p>
<p>You have to look at the bonds, in terms of what it gives overtime and whether it gives a good return. And then, you have to have a decent return, which is slightly lower than something else (like stocks) because this is a government bond, bonds are not high yield any way. Then you say that little bit we'd do for patriotism (about 1%) I don't think they came close to that 1%. Well in India the government actually functions much better than ours. Their inflation doesn't go above 10% ever. This country when those things were issued inflation was I think about 25%.</p>	<p>When you create the opportunities people come. When we started ICTA we basically conducted interviews using video conferencing. These are very simple things that companies can do. If you are serious about it, you have to advertise in ways that these people will learn about it. The government can open up the cable stations, bring down the lease line prices, that's the way you improve quality and bring down prices of the leased lines. Once you get the leased line prices down we'll be able to do a lot more fit and we're able to do video conferencing. In this country we can't do video conferencing proper video conferencing.</p>	<p>I don't deal with any of them because we are not really dealing with local clients. Only we've been in touch with the ICT Agency, those guys helped us. They gave us a grant sometime back (2009) to get some sort of a CRM product and that really helped because with the product we were able to get more revenue and that way we were able to hire more employees. That was like the foundation upon which we built other software. EDB you don't need because, EDB you need only when you are promoting.</p>



ACADEMIA/ UNIVERSITY EDUCATION	
Role of Sri Lankan Embassies	Discrimination on Foreign Qualified Academics
<p>Contribution by Academics from Foreign Universities</p>	<p>Discrimination on Foreign Qualified Academics</p>
<p>You want an honest answer. It's not the government's problem. What can the embassies do? Run awareness programs. Are you kidding me? Trying to convince somebody who's not interested in investing here. Embassy may be, can help inform people about coming back to Sri Lanka.</p>	<div style="text-align: center;">  <p>University of Moratuwa, Electronic Theses &amp; Dissertations www.lib.mrt.ac.lk</p> </div> <p>There's an attitude among the people in the government organizations "we stayed and suffered while you went and had a good life, therefore you should not get any privileges, you should really be below us if you come, you can never come at a senior level". Take for example, a full Professor in a US university, comes and applies in Sri Lanka, even if he/she is willing to work at those salaries, they may not be hired. There was a very simple case, Peradeniya Sociology, advertised for several faculty positions. People living abroad with PhDs applied, people without PhDs from Peradeniya applied and people without the PhDs from Peradeniya got the jobs. When I first came back soon after my PhD, I offered to work at the Kalaniya University, there was not one single PhD in the Department of Communications at time and they went through various, complicated ways of telling no. I had to go back.</p>
<p>There's so many Sri Lankans working in IT firms and they should be able to get them connected. One thing you have to remember is that everyone is busy and it's difficult to find time to do something extra.</p>	

IT INDUSTRY	
Improvements to Local Education	Benefits from Trade Shows
<p>When we don't find the talent and ready skills we go to the universities, talk to people at different universities. We bring lecturers into the company, so that they know what's happening. We expose a lot of our internal things to the universities now.</p>	<p>In Asia India, Sri Lanka, and the Middle East. What they call EMA, Europe, Middle East and Asia.</p>
<p>University of Moratuwa, Sri Lanka. Electronic Theses &amp; Dissertations <a href="http://www.lib.mrt.ac.lk">www.lib.mrt.ac.lk</a></p>	<p>Virtusa joined the Australian Trade Mission in June 2011</p>
<p>Unemployment, you can have a situation where there are people who are trained to do... who are not... there's no fit between the demand and the supply. What can be done is that, you know Moratuwa is churning out as much as it can, Moratuwa, Colombo etc they are doing it, they have expanded quite rapidly. The Bachelor of IT programme is a very good programme. Because that's the way these things should be done. Where the university manages the exams and the degree but the actual teaching is actually outsourced.</p>	<p>That's BPO stuff, if Sri Lanka wants to encourage IT slavery yes, mission could help with that. I'm not interested. It's not a bad thing it gives people jobs, a salary. My argument is that will never get Sri Lanka to be a First World country. If our objective is to remain second class, third class level in the world then we can do lots of BPO.</p>
	<p>I think the most important thing is the awareness: what the foreign missions can do is create awareness about what the BPO industry is capable of.</p>
	<p>Right now we've got opportunities in countries like Australia, the Middle East rather than going to the US. You know it's not just the access to develop a market it takes a quite a lot of time. South America, Africa; Africa is a very good market think it's something that a company should think about.</p>