

Outsourcing To India The Offshore Advantage

Right here, we have countless books **Outsourcing To India The Offshore Advantage** and collections to check out. We additionally have the funds for variant types and also type of the books to browse. The good enough book, fiction, history, novel, scientific research, as capably as various further sorts of books are readily to hand here.

As this Outsourcing To India The Offshore Advantage, it ends up swine one of the favored books Outsourcing To India The Offshore Advantage collections that we have. This is why you remain in the best website to see the incredible ebook to have.

Legal Process Outsourcing and Accounting Outsourcing to India

Transnational Corporations and Development Policy E. Rugraff 2008-12-18 This volume offers a wide-reaching exploration of foreign direct investment and developmental impacts through case studies from Africa, Asia, Latin America and Central Europe, also examining the role of 'new players' such as Chinese, Indian and South African TNCs.

Handbook of International Human Resource Management Paul Sparrow 2010-12-03 From the mid-1980s to the turn of the 1990s the international HRfield was considered to be in its infancy. There continues to be both an evolution of territory covered by the field - a series of successively evolving cultural, geographical and institutional challenges faced by the multinational corporation (MNC) - as well as more critical questioning whether this has created an expanded or a fragmented field. This book brings together the latest research on important "issues-driven" concerns that the field of IHRM now has to face, absorb, interpret then reanalyse through international lenses. This volume gives attention to those aspects of MNC behaviour - choices about location, how they organize local subsidiaries, choices made about technology, capital and labour, and choices made about investments and strategies - that are subject to institutional influences. It also gives voice to a number of contemporary issues - reverse knowledge flows, skill supply strategies, employer branding, e-enablement, outsourcing, global networks - that now need to be accommodated within the field. Broadens the IHRM field to cover comparative and institutional perspectives Provides a multi-level analysis of globalization phenomena at the individual, organization, and macro level Focuses on the current problems and issues driving the attention of IHRM Directors

Electronic Business: Concepts, Methodologies, Tools, and Applications Lee, In 2008-12-31 Enhances libraries worldwide through top research compilations from over 250 international authors in the field of e-business.

[IT Outsourcing: Concepts, Methodologies, Tools, and Applications](#) St. Amant, Kirk 2009-07-31 "This book covers a wide range of topics involved in the outsourcing of information technology through state-of-the-art collaborations of international field experts"--Provided by publisher.

[Encyclopedia of Information Science and Technology](#) Mehdi Khosrow-Pour 2009 "This set of books represents a detailed compendium of authoritative, research-based entries that define the contemporary state of knowledge on technology"--Provided by publisher.

[Business Process Outsourcing](#) VINOD V. SOPLE 2009-05-25 This book is a comprehensive presentation of the fundamental concepts of business process outsourcing (BPO) and its applications in the Indian industrial context. It offers a strategic framework for BPO management, which is crucial for creating competitive advantage for a business enterprise. The book is designed for MBA and PGDM students as well as students in BPO training schools and executives in BPO sector. The text, organized into sixteen chapters, contains a wealth of useful and practical information on the following facets of the BPO industry : Strategic, tactical, control and operational aspects of BPO administration BPO business models Regulatory and legal framework of the BPO industry Terms, conditions, responsibilities and obligations involved in the BPO contract and service level agreement Service issues regarding supplier selection and process quality Criteria

for performance evaluation of service providers Challenges involving upward shift in service value chain as well as human resource management Chapter-end review questions help in easy comprehension of the underlying principles. The appendices contain important additional information about the BPO industry.

Outsourcing and Offshoring Mário Franco 2021-07-07 Outsourcing and offshoring are typically viewed as phenomena allowing competitive advantages for organizations, but some studies have not included the risks, benefits, and challenges of these types of strategies. As such, this book fills this gap by combining several studies from different perspectives. The chapters follow several approaches and applications that researchers explore in different contexts. This book adds to the body of knowledge in outsourcing and offshoring areas and shows how these strategies can stimulate organizations' development in various countries and regions worldwide.

Global Information Technologies: Concepts, Methodologies, Tools, and Applications

Tan, Felix B. 2007-10-31 "This collection compiles research in all areas of the global information domain. It examines culture in information systems, IT in developing countries, global e-business, and the worldwide information society, providing critical knowledge to fuel the future work of researchers, academicians and practitioners in fields such as information science, political science, international relations, sociology, and many more"--Provided by publisher.

Ethics in Information Technology George Reynolds 2014-01-01 Gain a strong understanding of the legal, ethical, and societal implications of information technology with Reynolds' ETHICS IN INFORMATION TECHNOLOGY, Fifth Edition. The latest edition of this dynamic text provides up-to-date, thorough coverage of notable technology developments and their impact on business today. You will examine issues surrounding professional codes of ethics, file sharing, infringement of intellectual property, security risk assessment, Internet crime, identity theft, employee surveillance, privacy, compliance, social networking, and the ethics of IT corporations. This book offers an excellent foundation in ethical decision-making for current and future business managers and IT professionals. Unlike typical introductory Information Systems books that cover ethical issues only briefly, ETHICS IN INFORMATION TECHNOLOGY provides thorough coverage to prepare the individuals responsible for addressing ethical issues in today's workplace. You will learn how to examine ethical situations that typically arise in IT and gain practical advice for addressing the relevant issues. Up-to-the-minute business vignettes and thought-provoking questions challenge your knowledge, while features focused on decision-making--including updated Manager's Checklists--provide brief, critical points to consider in making key business decisions. Trust ETHICS IN INFORMATION TECHNOLOGY, Fifth Edition, to equip you with the understanding of IT and ethics needed for confident decision-making and professional success. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Handbook of Research on Global Information Technology Management in the Digital Economy Raisinghani, Mahesh S. 2008-01-31 Includes the most important issues, concepts, trends and technologies in the field of global information technology management, covering topics such as the technical platform for global IS applications, information systems projects spanning cultures, managing information technology in corporations, and global information technology systems and

socioeconomic development in developing countries.

Business Process Outsourcing for Strategic Advantage Saxena 2009

The Outsourcing Bible Scott Gray 2019-01-15 Small businesses can benefit from business outsourcing. Rather focusing exclusively on the costs of outsourcing certain activities of your business, you should also consider the benefits such a change would bring. Cost Reduction Business outsourcing can help lower your business's expenses. Let's say you have clothing business. The equipment you're using is not the best in the line, and it contributes to increasing your production costs. But what if you simply outsource your equipment needs instead? *Coordination of Service Offshoring Subsidiaries in Multinational Corporations* Matthias Daub 2009-11-24 Matthias Daub develops a structured framework for the management of service offshore centers taking into account the strategic relevance of the services and the characteristics of their customer relationships. Detailed case studies give important insights into the coordination of service offshoring centers in Eastern Europe.

Fast Boat to China Andrew Ross 2006-04-04 Most Americans today are aware that jobs are being outsourced to China, India, and other nations at an alarming rate. From factory jobs to white-collar, high-tech positions, the exporting of labor is one of the most controversial issues in America. Yet few people know much about the other end – about the people who are actually working these jobs and how their own lives have been thrown into tumult by these new economic forces. Andrew Ross spent a year in China, interviewing local employees and their managers in Taiwan, Shanghai, and the far western provinces. In this engaging and informative book, he shows how the Chinese workforce has inherited many of the same worries as American workers, such as job instability, long hours, and awareness of their own expendability. He reports on the daily reality of corporate free trade and explores the growing competition between China and India. This is an eye-opening exploration of an unseen side of our globalized world.

Indian Take-away Jim Downey 2005 There is still a great deal of hype (and hysteria) about offshore outsourcing, but very little clarity or plan of action for many businesses looking to understand the trend. Most literature on the subject is aimed at large organisations and businesses with an existing global presence. This is a significant oversight, since the SME sector accounts for a substantial proportion of economic wealth in the developed world and can benefit equally (if not more so) from the advantages of offshoring.?- from the Introduction This book is the first to introduce, explain and explore the potential of offshore outsourcing for small to medium-sized enterprises (SMEs) ? an innovative business strategy that goes beyond cost reduction to significantly transform business performance. Providing a practical and clear guide for SMEs to follow for a successful first venture into offshoring, *Indian Take-Away: Offshore Outsourcing for SMEs* covers all the fundamentals, from getting started to making the move and managing risks.

CIO 2007-10-15

Collaboration in Outsourcing S. Brinkkemper 2016-01-06 Although IT outsourcing is nothing new, it remains surprisingly challenging for professionals. This book assists the IT professional in several areas of the outsourcing process: establishing outsourcing relationships, maintaining and managing the relationship, and finally governing outsourcing projects successfully.

Knowledge and Technology Management in Virtual Organizations: Issues, Trends, Opportunities and Solutions Putnik, Goran D. 2006-12-31 *Knowledge and Technology Management in Virtual Organizations: Issues, Trends, Opportunities and Solutions* presents a collection of the most recent contributions in the areas of organization, knowledge, and technology management in the context of virtual enterprises. This book contains important and in-depth information on four dimensions: semantic, managerial, technological, and social. The semantic dimensions covered in this book are ontological and organizational approaches, concepts, organizational models, and knowledge management models. In respect to managerial dimensions, this book covers process management, integration management, relationship management, process integration, knowledge management,

technology integration management, and information integration. *Knowledge and Technology Management in Virtual Organizations: Issues, Trends, Opportunities and Solutions* presents the technological dimension by explaining the infrastructures and technologies to support technology and information integration standards and protocols. Lastly, this title highlights the social dimension, including human resources management, human resources integration, social issues, social impact, social requirements, and communities of knowledge.

Information Systems and Outsourcing M. Lacity 2008-11-19 A new look at nearly 20 years of theoretical and practical research on IT outsourcing. The book explores how good IT outsourcing theories shape practice and how effective IT outsourcing practices inform theory. It highlights the importance of examining theories borrowed from economics, strategy, and sociology to study IT outsourcing.

Outsourcing: The Competitive Advantages Ade Asefeso MCIPS MBA 2011-02 There are a number of core strategic questions which firms need to answer when entering into an outsourcing arrangement. The most significant is to what extent a firm should be prepared to outsource areas of potential competitive advantage. If one takes the view that outsourcing is driven by a desire to reduce costs, by buying into a consistent set of scalable processes which are shared across a number of organisations, then it follows that none of these areas should (or could) be sources of unique competitive advantage.

Managing IT Professionals in the Internet Age Yoong, Pak 2006-07-31 "This book explores the ways in which the work life of IT professionals – from the perspectives of both the individual IT worker, and managers of such workers – has had to change and adapt to the Internet Age"--Provided by publisher.

Outsourcing to India Mark Kobayashi-Hillary 2010-10-14 Introduction to key background information on India, its culture and its history as well as its industry. Step-by-step guide through the whole outsourcing process. Guidance from leading managers and industry experts. Each chapter can be used as a primer on a particular subject. Updated information on companies and the Indian market.

Information Technology Outsourcing Suzanne Rivard 2015-03-26 This new volume in the "Advances in Management Information Systems" series presents the latest cutting-edge knowledge in IT outsourcing. As part of the growing business trend to outsource various operations, IT outsourcing both determines the governance of a vital organizational function and influences the processes of exploitation and exploration in all other functions of an enterprise. In keeping with the mission of the "AMIS" series, the editors of this volume have framed the domain of research and practice broadly. "Information Technology Outsourcing" provides leading edge research on both the variety of decisions regarding the outsourcing of IS services and the management of the relationship with service suppliers.

Lead Market India Cornelius Herstatt 2016-11-26 India is still perceived by some as a developing country that has yet to create world-class products of its own. However, this book shows that in recent years India has emerged as a lead market for frugality-driven innovations that are affordable, robust and successful even outside its geographic boundaries. Many global companies have recognized these changes and are ramping up their local R&D capabilities. At the same time, several Indian firms are venturing out to international shores and gaining access to new markets. Using a top-down approach, the book takes a closer look at systems of innovation at work and presents examples of successful, corporate innovations in multiple industries and their contextual conditions.

The Indian Offshore Advantage Ian Hunter 2006-01-01 Offshoring to low-cost environments has increased over the last five years and the HR function is an obvious potential candidate for this strategy. 'The Indian Offshore Advantage' is a definitive research report in this specialist field for any organization considering this step.

E-Business Process Management: Technologies and Solutions Sounderpandian, Jayavel 2007-01-31 "This book explores the issues of supply chain management with new perspective providing examples of integrated framework for global SCM, novel ways of improving flexibility, responsiveness, and competitiveness via strategic IT alliances among channel members in a supply chain network, and techniques that

might facilitate improved strategic decision making in a SCM environment"--
Provided by publisher.

New Trends in Networking, Computing, E-learning, Systems Sciences, and Engineering
Khaled Elleithy 2014-11-27 This book includes a set of rigorously reviewed world-class manuscripts addressing and detailing state-of-the-art research projects in the areas of Computer Science, Informatics, and Systems Sciences, and Engineering. It includes selected papers from the conference proceedings of the Ninth International Joint Conferences on Computer, Information, and Systems Sciences, and Engineering (CISSE 2013). Coverage includes topics in: Industrial Electronics, Technology & Automation, Telecommunications and Networking, Systems, Computing Sciences and Software Engineering, Engineering Education, Instructional Technology, Assessment, and E-learning. • Provides the latest in a series of books growing out of the International Joint Conferences on Computer, Information, and Systems Sciences, and Engineering; • Includes chapters in the most advanced areas of Computing, Informatics, Systems Sciences, and Engineering; • Accessible to a wide range of readership, including professors, researchers, practitioners and students.

The Offshore Nation Atul Vashista 2006-03-03 Widely practiced by many Fortune 500 companies, global outsourcing has become one of the key strategic imperatives for successful enterprises. Often referred to as offshore outsourcing, services globalization is the next step in the evolution of global trade and capitalism. Top organizations are performing, buying, selling, and transforming services at an incredibly quick pace. Written by outsourcing and global services experts Atul and Avinash Vashista, *The Offshore Nation* presents a comprehensive, balanced view of the rapid growth of outsourcing and its expanding role in corporate strategy, providing a roadmap for business leaders and upper-level managers to plan their own strategies. Drawing upon their vast experience as consultants to Fortune 1000, multinational corporations, the authors help you determine what role offshore services should play in your company, how to integrate the strategy into your overall corporate identity, and successfully manage the initiative on an enterprise-wide level. This practical, strategy-packed guide outlines the "big picture" of outsourcing, breaking down its different components and examining its impact on world and local economies and employment shifts. Covering outsourcing in many different countries and a variety of services--from IT, telecom, and customer service to accounting--the authors reveal best practices and step-by-step, proven methods for: Building a sound globalization strategy Identifying the processes that are mature enough to send offshore Choosing the right business model for globalizing IT, back office, and other services Attracting and retaining customers Effectively managing your suppliers Chock-full of valuable insights and tactical advice, *The Offshore Nation* is the authoritative primer for global outsourcing, helping companies to minimize the risks and maximize their return on investment. *The Voyage East* Prashant Dubey 2003 The first piece of work helping an executive understand offshore technology outsourcing as more than low labor costs. The author masterfully outlines the offshore outsourcing decision process in the context of a voyage. The destination is reached by understanding the reason for the voyage, setting objectives for the voyage, establishing the proper voyage strategy and selecting the best voyage guide. This is a must read for every executive that knows that offshore technology outsourcing is not a question of "if" but "when." The author uses easy to understand language that demonstrates knowledge of U.S. and Indian corporate norms and societal culture. Within a couple of hours, this guide can increase the comfort level of any executive struggling with how to reduce operating costs while preserving the revenue generating assets of the company. This guide helps us understand how to accomplish the seemingly impossible--how to do more with less.

Strategic Use of Information Technology for Global Organizations Hunter, M. Gordon 2007-04-30 "This book provides valuable insights into the role of the CIO, his interaction within the organization and external relationships with vendors and suppliers. It emphasizes the need for balance between management and technology in the role of CIO, and focuses on this role as an expert on information technology,

and a leader in the appropriate application of IT"--Provided by publisher.

Growth in services outsourcing to India propellant or drain on the U.S. economy? Global Strategy Andrew C. Inkpen 2006 Looking at the question of how firms can compete in a global environment, the authors examine the issues considered central to the study of strategic management in a global context. They deal with a diverse set of important strategic topics by integrating research with practical examples and case studies.

Business Process Outsourcing Nayan Barua 2009-01-01 The book deals with the emerging concept of BPO s and KPO s in the service industry. With the advent of the era of competition and gradual opening up of the economy, there is relocation of manufacturing and service all over the world based on cost and people considerations. At this juncture, the concept of outsourcing has come up as a major development with flourishing call centres. The service providers are moving into value creation and enhancement of changing perception of employees as a ground for competitive advantage in the industry with and intention of long term sustainable growth. At the same time knowledge process outsourcing have come to occupy a prominent position with increasing competence in the field. The knowledge services provide new vertical opportunities and global financial institutions are recognizing India s capabilities for high end outsourcing in this area The book, therefore is an attempt to bring forward the changing trend in business practices in vogue in various organizations in the globalized world. Contents Part I: Outsourcing: A Myth or a Reality; Chapter 1: Offshore Outsourcing: A Myth or a Reality by T C Saha and Debashis Sur; Chapter 2: BPO as a Great Opportunity for India: Myths and Realities by Shiv Kumar Sharma and Vijay Laxmi; Chapter 3: Business Process Outsourcing: Realities by P Bezborah, Rashida, T Noorain and Kakali Mahanta; Chapter 4: Outsourcing: Myths and Realities by S K Gupta; Chapter 5: Outsourcing: Myths and Realities by M Surat Kumari; Chapter 6: Outsourcing: Its Myths and Realities by Nitu Agarwal and Karishma Sarkar; Chapter 7: Outsourcing: Myths and Realities--An Analytical Study of ITES-BPO Sector in India by Abhigyan Bhattacharjee; Chapter 8: BPO: The Myths and the Reality by Pramod Kumar Agarwal; Chapter 9: The BPO Revolution: Myths and Realities by Sunita Sharma; Chapter 10: Outsourcing: Myths and Realities by V T Ramakrishna; Part II: Emerging Trends of Outsourcing in India: The Pros and Cons by G L Gaur; Chapter 12: Emerging Trends in BPO by S V Satyanarayana and A Sudhakar; Chapter 13: Business Process Outsourcing and its Future Role in Indian Economy by Swami Prakash Srivastava and Bhawana Saini; Chapter 14: Business Process Outsourcing in India: A Critical Study by Debdas Rakshit and Swarnabha Das; Chapter 15: BPOs are India s Growth Engines by Mahesh Chandra Prasad; Chapter 16: Future of Outsourcing: Indian Perspective by Sadia Khan; Chapter 17: Present Status of BPO Industry in India: Challenges and Opportunities by N Subba Rao and G Syamala Rao; Chapter 18: Outsourcing: Preserving the Boom in Indian Economy by Tek Nath Singh, Mohan Thakur and Sujata Sharma; Chapter 19: Business Process Outsourcing: The Indian Advantage by Israel Raju Vuram and G V S Sailaja; Chapter 20: Indian BPO Industry and its Challenges by Saurabh Sen; Chapter 21: Business Process Outsourcing in India: Present Status, Prospects and Future Challenges by G M Dumbre and M B Khandare; Chapter 22: The Changing Face of Indian Outsourcing Industry by R S Yadav; Part III: Financial and Accounting Services: Chapter 23: BPO: Potential in the Insurance Sector by S C Das; Chapter 24: Outsourcing in Financial Services by V Krishna Mohan and D Suryachandra Rao; Chapter 25: Outsourcing in Banking Sector: Myth and Realities by D M Khandare and Mohan S Rode; Chapter 26: Outsourcing in Reference to Finance and Accounting Akhil Mishra and Reema Srivastava; Part IV: Knowledge Process Outsourcing; Chapter 27: Knowledge Management and Knowledge Process Outsourcing by B Vijaya and Veerendrakumar; Chapter 28: Knowledge Process Outsourcing (KPO): The Emerging Opportunity by P K Yadav and Sanjay Misra; Chapter 29: Strategic Response to Integrated Learning Solutions through Knowledge Management Outsourcing by Sanjana Gupta, Pooja, Bhupinder Kaur and Lata Sharma; Chapter 30: Knowledge Process Outsourcing (KPO) in India: Some Issues and Challenges by Ramesh O Olekar; Part V: Human Resource; Chapter 31: ITES Outsourcing: The Right HR Strategy by K Raji Reddy and T Krishma Kumar; Chapter 32: Recruitment Process Outsourcing: Myths

and Realities by K V Geetha Devi; Chapter 33: Human Resource Outsourcing: Some Issues by S Arvind, P Paramashivaiah and R K Ramesh Babu; Chapter 34: Job Satisfaction in BPO Industry by K Sridevi; Part VI: Miscellaneous; Chapter 35: The Outsourcing Story by Krishna Kumar Agarwal and Meenakshi A Singh; Chapter 36: Business Process Outsourcing: Does it Have Future? by Sureshramana Mayya; Chapter 37: Blooming and Glowing BPO by T Ramesh; Chapter 38: Business Process Outsourcing: Benefits and Challenges by Pandit C Bilamge and Kallinath S Patil; Chapter 39: Business Process Outsourcing: A Global Experience by G P Prasain; Chapter 40: Outsourcing: Emerging Trends in Indian Advertising Scenario by Umesh H Arahunasi and Mallikarjun N Kaddipudi

Customer Engagement Officer (CEO): Content Marketing and the Realities of Executive Blogging Mark Hillary 2015-02-18 Mark Hillary has worked on words for astronauts, ambassadors, politicians and business leaders. In particular, his expertise in blogging has been utilized by several Chief Executives across the world. They want to be seen on the social networks, blogging and creating great content for their business, but they don't have the time. In this book, Mark recounts the failures and successes of working with many of these senior executives on what has now become known as 'content marketing' - or ghost-blogging for CEOs. Mark uses social networks and interesting content as tools to help executives reach the influencers and customers in their line of business. Based on years of personal experience, Mark outlines what works and doesn't work when executives start blogging and how marketing teams can create an effective blogging strategy for their executives. He also explores how blogs have become an important part of what we used to call 'the news' and therefore are more important than ever.

Strategic Outsourcing Balram Dogra 2007 Papers presented at the National Seminar on Strategic Outsourcing, held at Jalandhar on 17th December 2006.

India in a globalized world Sagarika Dutt 2013-07-19 This book looks at India in the context of a globalized world. It starts by looking at the history of Indian civilization, exploring the roots of Indian identity and highlighting processes such as foreign invasions, foreign trade, cultural imperialism, colonial rule and the growth of Indian nationalism. The book examines the gradual democratization of Indian politics. Cultural and ethnic divisions in Indian society are examined in depth, as are the problems that have prevented economic development and stood in the way of economic liberalization. The history of India's integration into the global economy is considered, and the opportunities available to the country in

the early years of the 21st century are detailed. The final chapters consider the Indian government's perception of the Indian diaspora, as well as the changing priorities reflected in India's foreign policy since 1947.

Outsourcing to India Mark Kobayashi-Hillary 2004 Annotation. "This book aims to introduce India, the major players in the Indian service industry, the reasons why you should utilise India as an offshore outsourcing destination and the steps you need to take to find and work with a local partner." "The second edition has been completely revised with up-to-date information on the latest industry developments. Several chapters have been entirely restructured and two completely new chapters deal with the risks of outsourcing to India and the future prospects for the industry."--Jacket.

Intelligent IT-Offshoring to India W. Messner 2010-04-14 Enables companies to discuss and organize offshoring IT work to India and the opportunity to industrialize the IT delivery chain allowing countering cost pressures. Offshoring is considered as a lifecycle and the book provides a practical framework for assessing the offshore readiness and conducting a lean provider selection process.

Macro Economic Issues of Offshore Outsourcing Manuel Knaus 2007-07 Seminar paper from the year 2004 in the subject Computer Science - Commercial Information Technology, grade: 2 (B), University of Mannheim (Information Systems), course: Industrialization of Software Development, 27 entries in the bibliography, language: English, abstract: Topic of this paper are the macro economic issues of offshore outsourcing. First inland and offshore outsourcing are described, especially focused on IT outsourcing. Then reasons for IT offshore outsourcing are illustrated. Popular offshore markets are introduced and the advantages are shown. In the next chapter, problems and risks of offshore outsourcing are explained. Both the more general view and IT specific problems and risks are described. Here general problems as well as problems of IT outsourcing are mentioned. Then consequences of the offshoring trend are illustrated. Apart from consequences for IT branch, especially consequences for national economies of western countries, e.g. Germany, are viewed in detail. There can be short term and long term consequences. Future offshore outsourcing trends help to understand the effects. The development of unemployment caused by offshoring is one main focus. Furthermore offshoring trends in other white collar work besides IT are shortly described. At the end this the paper develops an idea about possible solutions for western countries. Potential reactions of the government and suggestions on how to create new jobs are presented in detail. The paper finally ends with a small conclusion.