



**Mindtree**

*Welcome to possible*

Registered Office Address: Mindtree Ltd.  
Global Village, RVCE Post, Mysore Road,  
Bengaluru-560059, Karnataka, India.  
Corporate Identity Number (CIN): L72200KA1999PLC025564  
E-mail: info@mindtree.com

**Ref: MT/STAT/CS/18-19/94**

**Sep 4, 2018**

**The Bombay Stock Exchange Limited**

Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai 400 001

**National Stock Exchange of India Limited**

Exchange Plaza,  
Bandra Kurla Complex, Bandra East,  
Mumbai 400 051

**Dear Sirs,**

**Subject: Submission of Investor Day Presentations**

Further to our letter bearing reference MT/STAT/CS/18-19/93 dated Aug 31, 2018, we herewith submit presentations made at the Investor and Analyst Meet 2018 on September 3, 2018. In compliance with Regulations 30 of SEBI (Listing Obligation and Disclosure Requirement) Regulations, 2015. Please note that these presentations are also being uploaded on our website [www.mindtree.com/investors](http://www.mindtree.com/investors)

Please take the above intimation on records.

Yours sincerely,

**for Mindtree Limited**

**Vedavalli S**  
**Company Secretary**

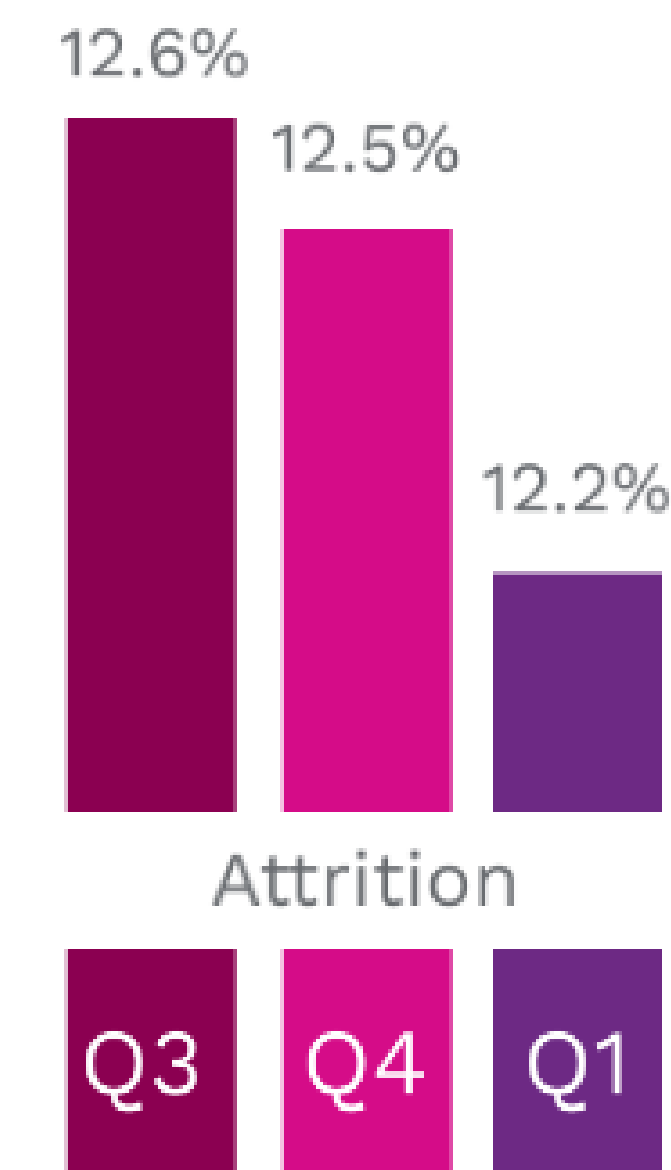
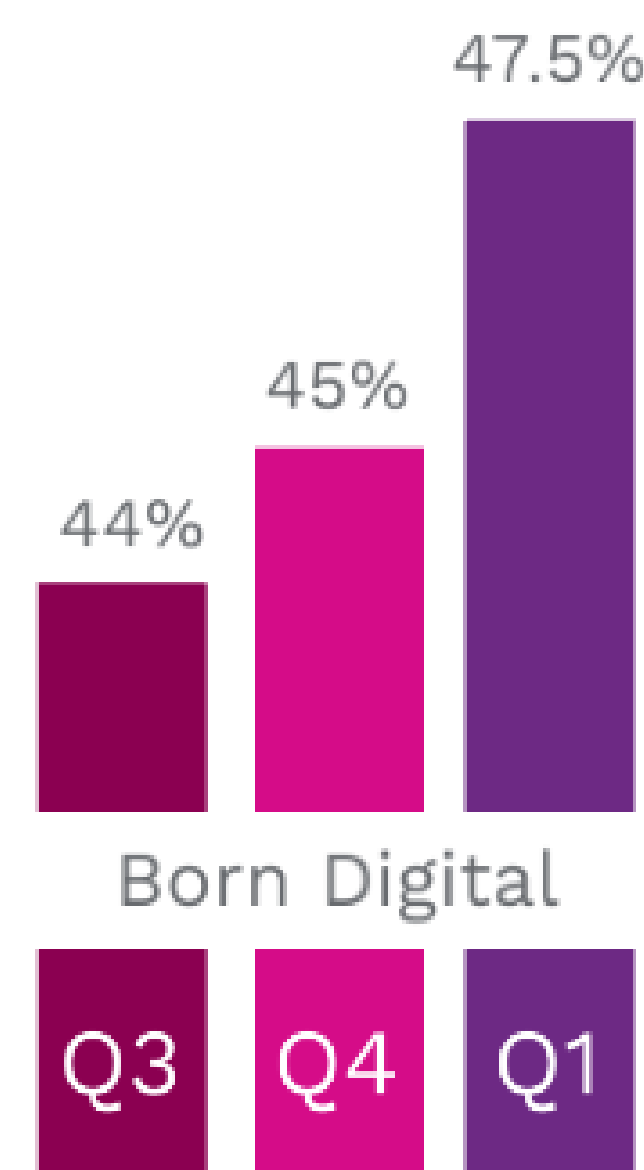
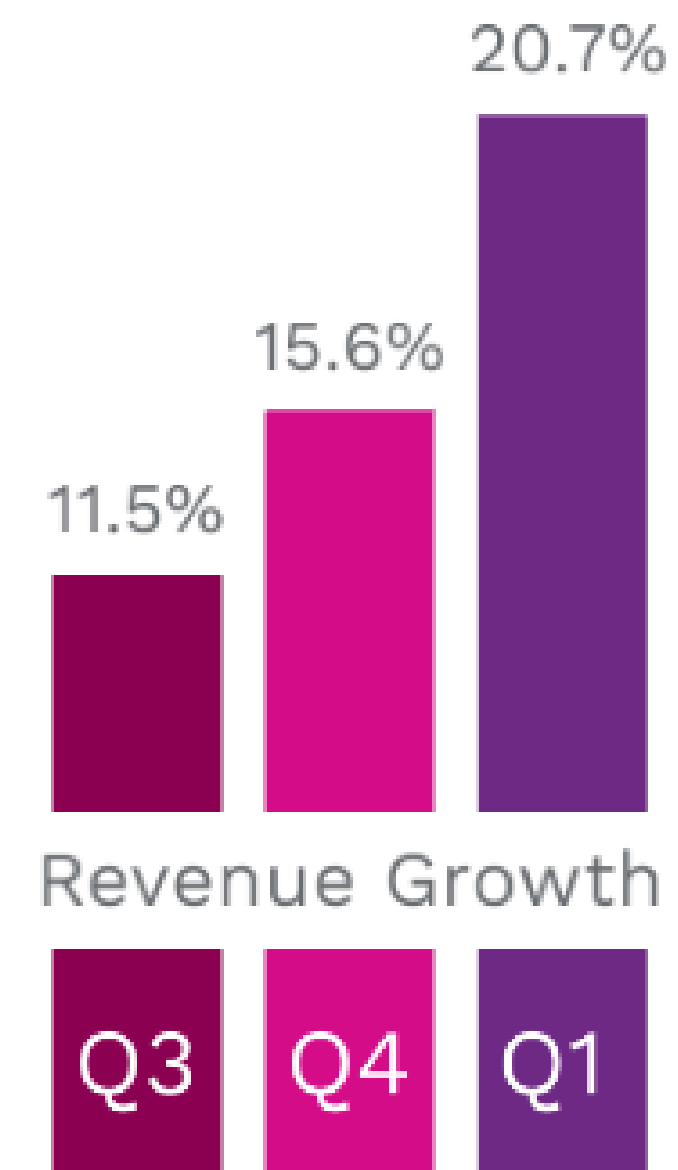
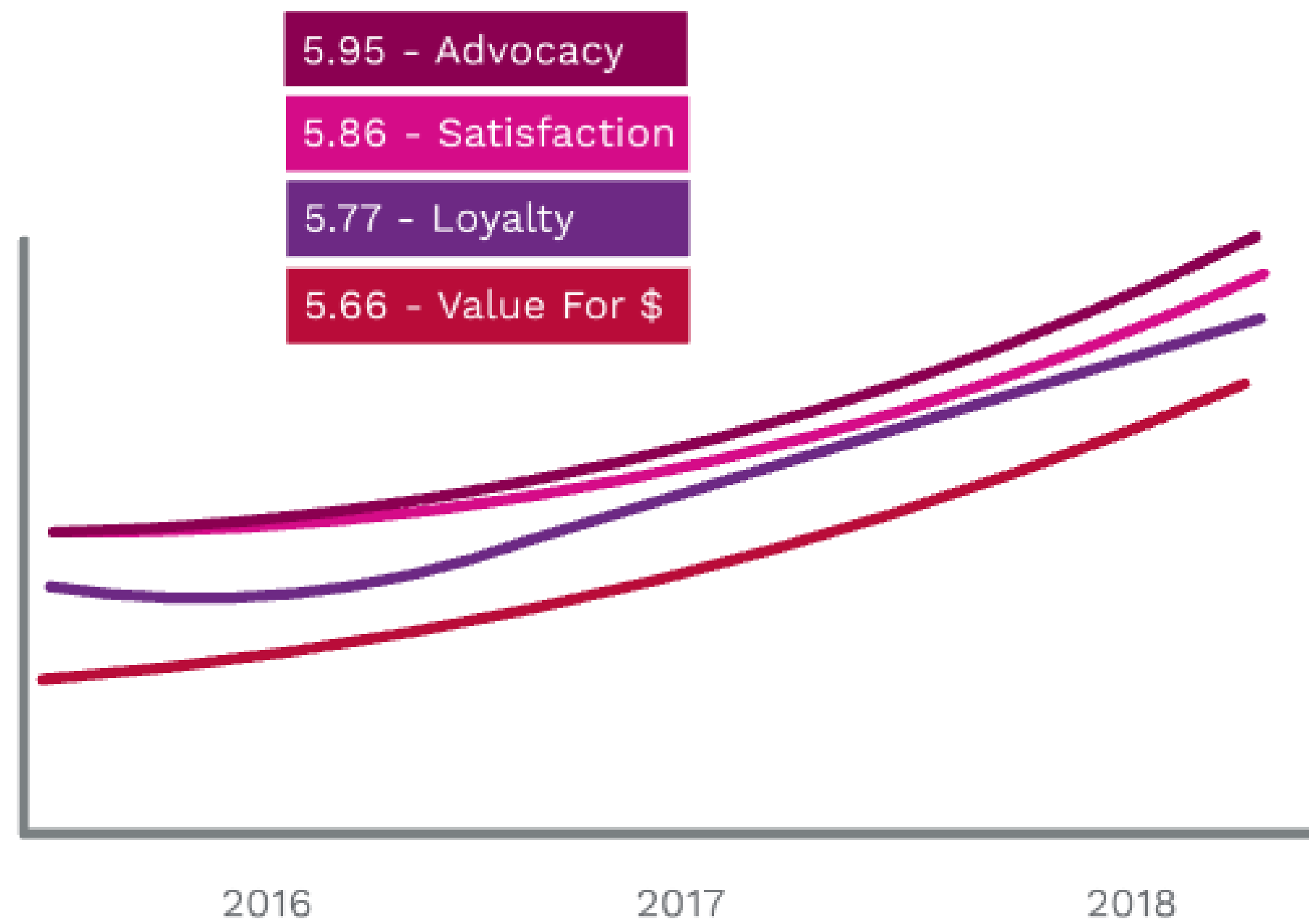




# Navigating to Continued Growth

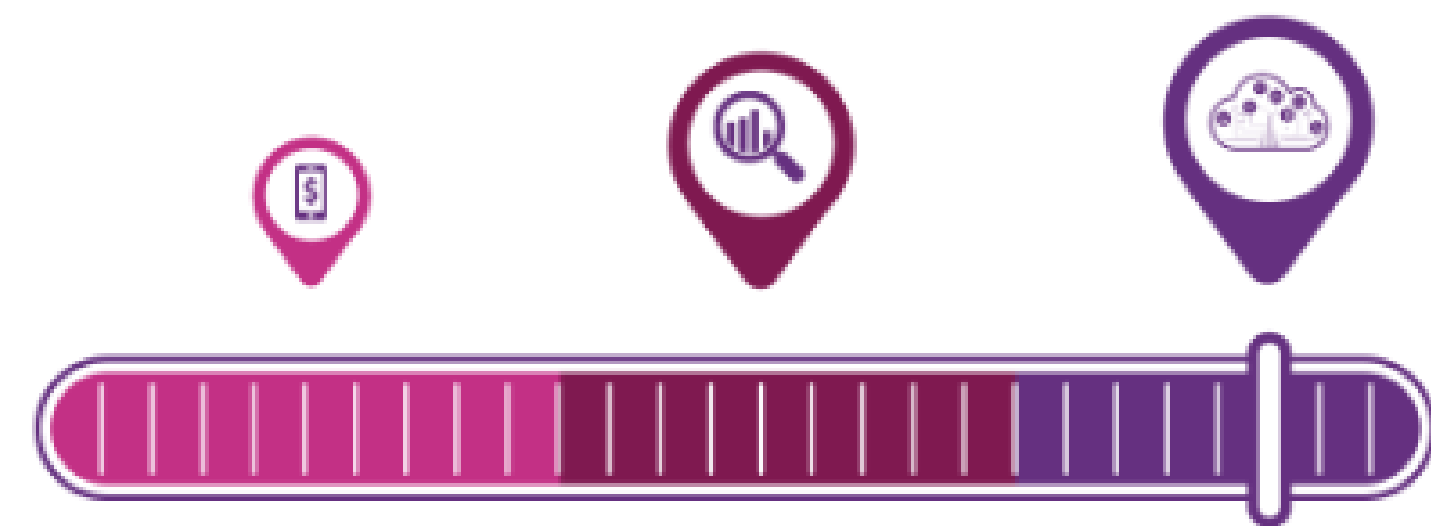
ROSTOW RAVANAN  
CHIEF EXECUTIVE OFFICER



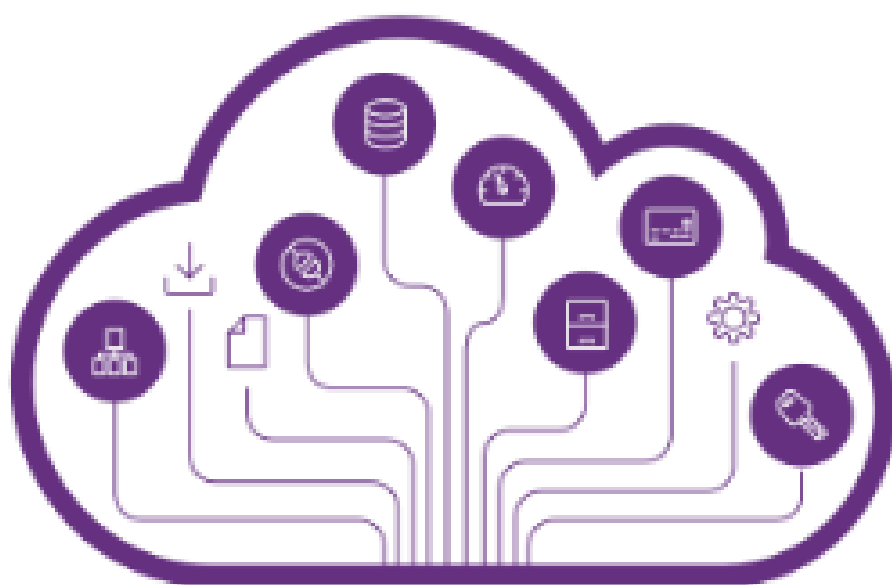


Building on a Foundation of Strength

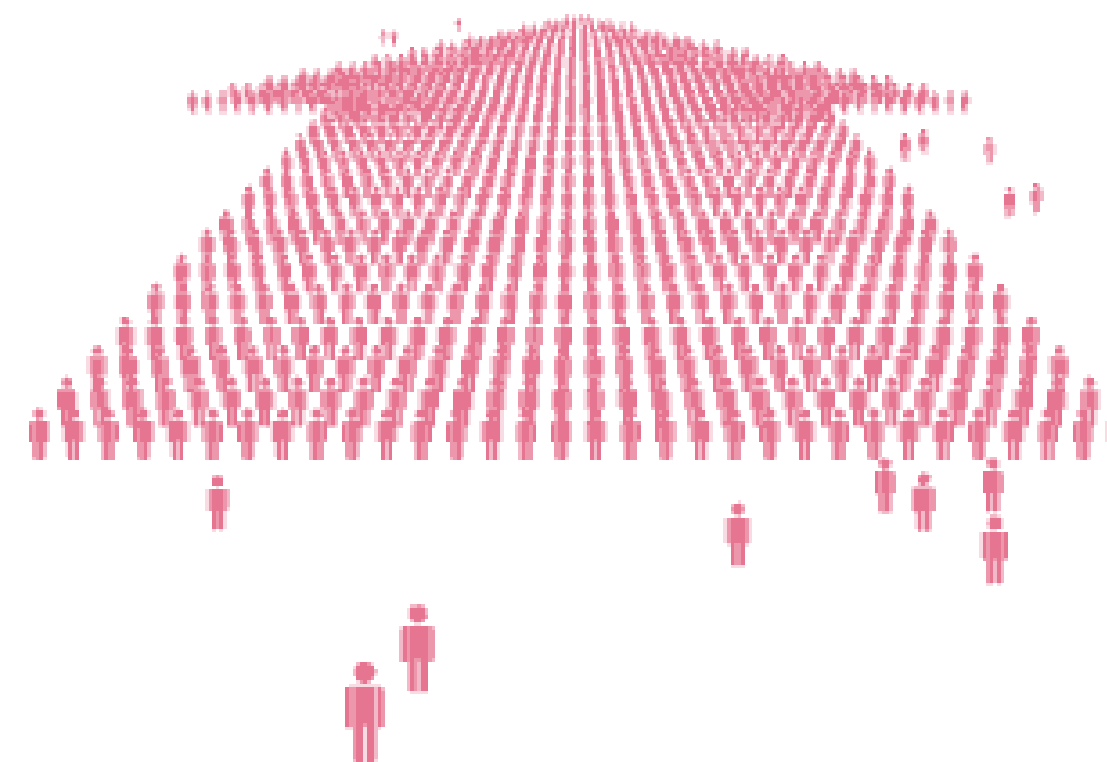
# Challenging the Status Quo



**Scale** to Handle the  
Large Projects

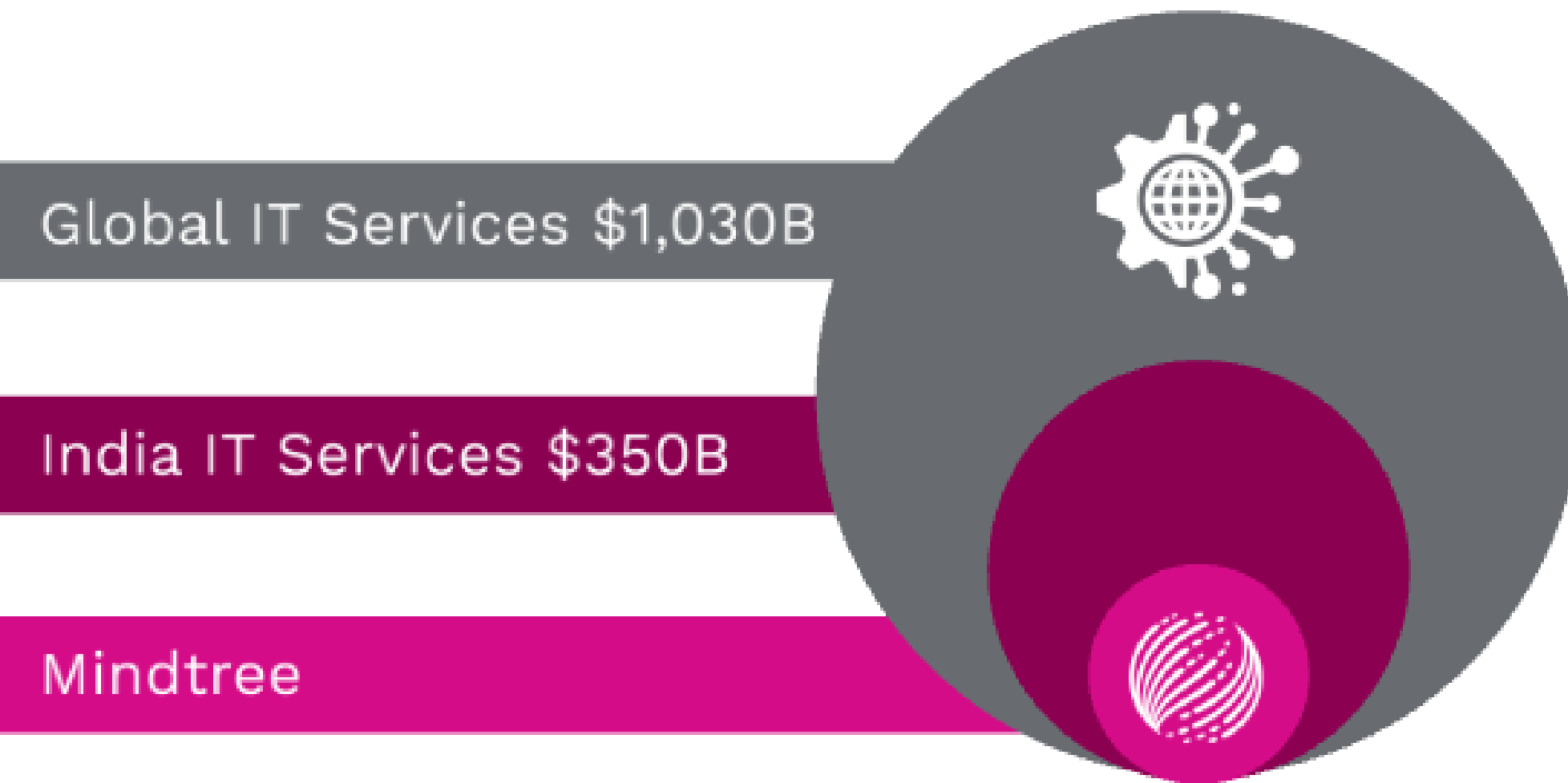


**Expertise** to Transform the  
Most Complex Situations



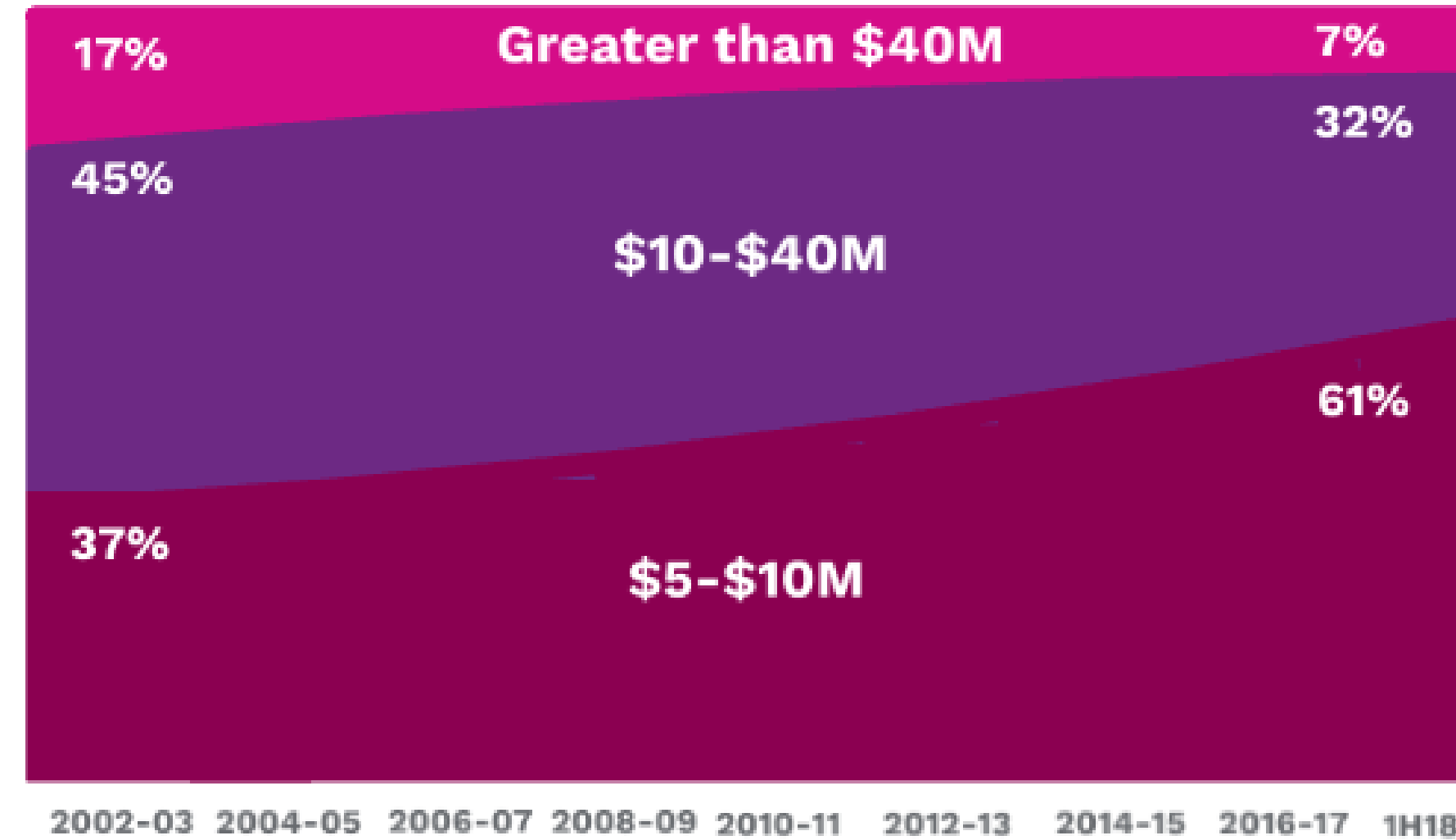
Scale to Collaborate  
as one **Agile Team**

# Large Addressable Market, Growing Right Toward Us



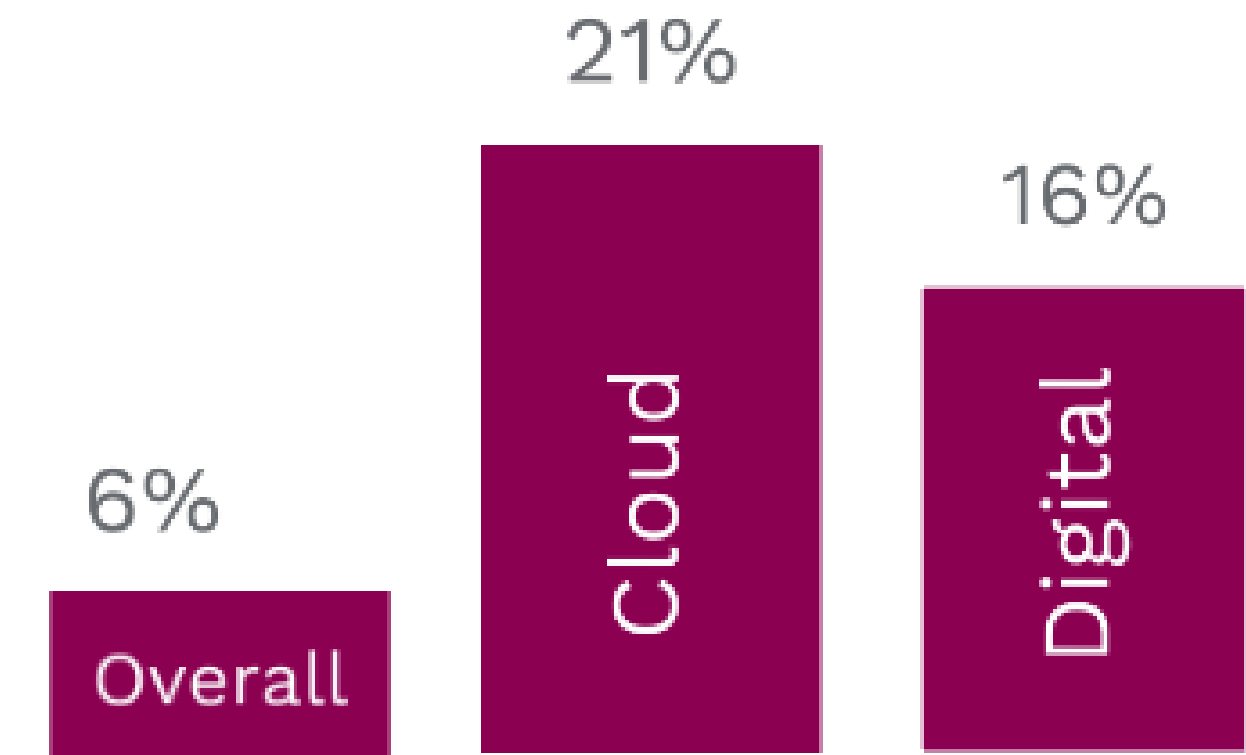
Source: Gartner WW IT Spending Forecast 2018

## Shift in Annual Contract Value



Source: ISG Outstanding Index 2018

## Growth Drivers



## 2018 IT Services Growth

Gartner and IDC 2018

# Market Shaping Change-Drivers



# Accelerating the transition of both Run and Grow to the Cloud



Anchor Partner for  
**Packaged Cloud Application**  
Ecosystems

**Automation Everywhere**  
for  
Continuous Delivery

**Consulting**  
to journey map  
deeper engagements



Top Talent via Reskilling + Great Place to Work

## Make Digital Real

Chat, Block, Headless

API Leadership  
Scale Analytics  
Digital Pumpkin

Agile, Minimal Viable  
Product

## Our Approach

## Execute Smart

Service Delivery Driven by  
Platforms and Automation

New Commercial Models

Efficiencies for Us and  
Customers



Beyond Digital:  
Re-imagining the Enterprise

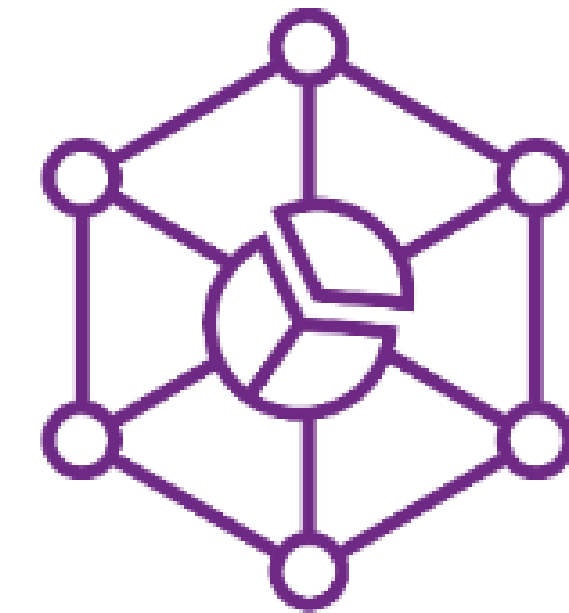


Longer Term

Next-Generation  
Partnerships



New Business  
Models



A Special  
Company



Kalinga



Governance



Socially Responsible

# Capital Allocation



Surplus Capital to be  
**Returned to Shareholders**

Regularly **Increase**  
**Dividend Payout** Ratio

Periodically  
**Consider Buybacks**



# The Best is Yet to Come

**Well positioned in high-growth, large segments**

**Operating Leverage**

**Strong Team and Culture**

*Welcome to possible*



Execute Smart

MANAS CHAKRABORTY  
SENIOR VICE PRESIDENT





## Key industry trends that are shaping IT services sourcing

**54%**

...executives will be spending on  
**Business Apps with bundled  
spend on Cloud and Analytics**

**60%**

CIOs will implement an IT business  
model that **shifts focus from IT  
Projects** to Products by 2020

Forrester has coined the term "Applications Management and Digital Operations Services" (AMDOS) - AMS services with expanded scope for SaaS applications, Agile, DevOps and DX

What clients  
are saying

“ ...This is what I am driving. I have already  
**redesigned my organization** from 6 silos  
into 70 Scrum teams to make this happen ”

---

VP IT , Consumer credit reporting agency, North Americas



What clients  
are saying

“ ...we are **transforming our traditional IT Org structure into a product driven setup** driven by product line owners with an integrated objective...  
Want to be a technology co. like UBER! ”

---

CIO, Leading US-based real estate technology enterprise

## What clients are saying

“

....I want my IT partner to deliver on these 3 priorities

1. Cost Optimization

2. Cost Optimization

3. Business Acceleration

”

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SVP E-Com, Large B2C & B2B Retail, North America

What clients  
are saying

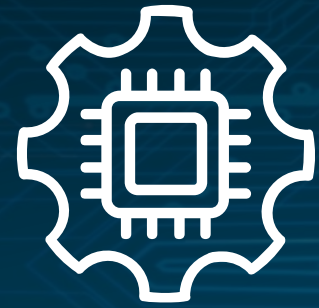
“ ... Our software development teams (DevOps) are responsible for end-to-end software solutions and support services ... ”

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VP IT, Leading Global Car Manufacturer

# Integrating the IT Lifecycle: Our response to strategic shifts in Clients

## Productized Enterprise IT



Leadership of  
IT Towers



Leadership of  
Integrated  
Product Teams

## Investing in Emerging Tech



Point solutions /  
Automation silos



End-to-end IT  
Lifecycle  
Automation

## Speed@Quality



Delivery of  
individual  
service towers



Single Thread  
Delivery

## Data Driven Enterprise



Siloed  
Reporting



Insights based  
on Enterprise  
IT data

## Leading North American, not-for-profit, medical education services provider

Re-platforming IT to a Next-Gen digital ecosystem and modernization and support of Corporate IT through Agile transformation and DevOps

- Re-architecting 70 core applications in a modular, cloud-based architecture platform
- 360 degree view of constituents driving personalized content and commerce experiences
- Application development, maintenance & quality assurance for legacy applications
- Infrastructure monitoring & transformation to “as-a-service”

Powered by



# Our Differentiation

Platform led delivery for Product Operating model

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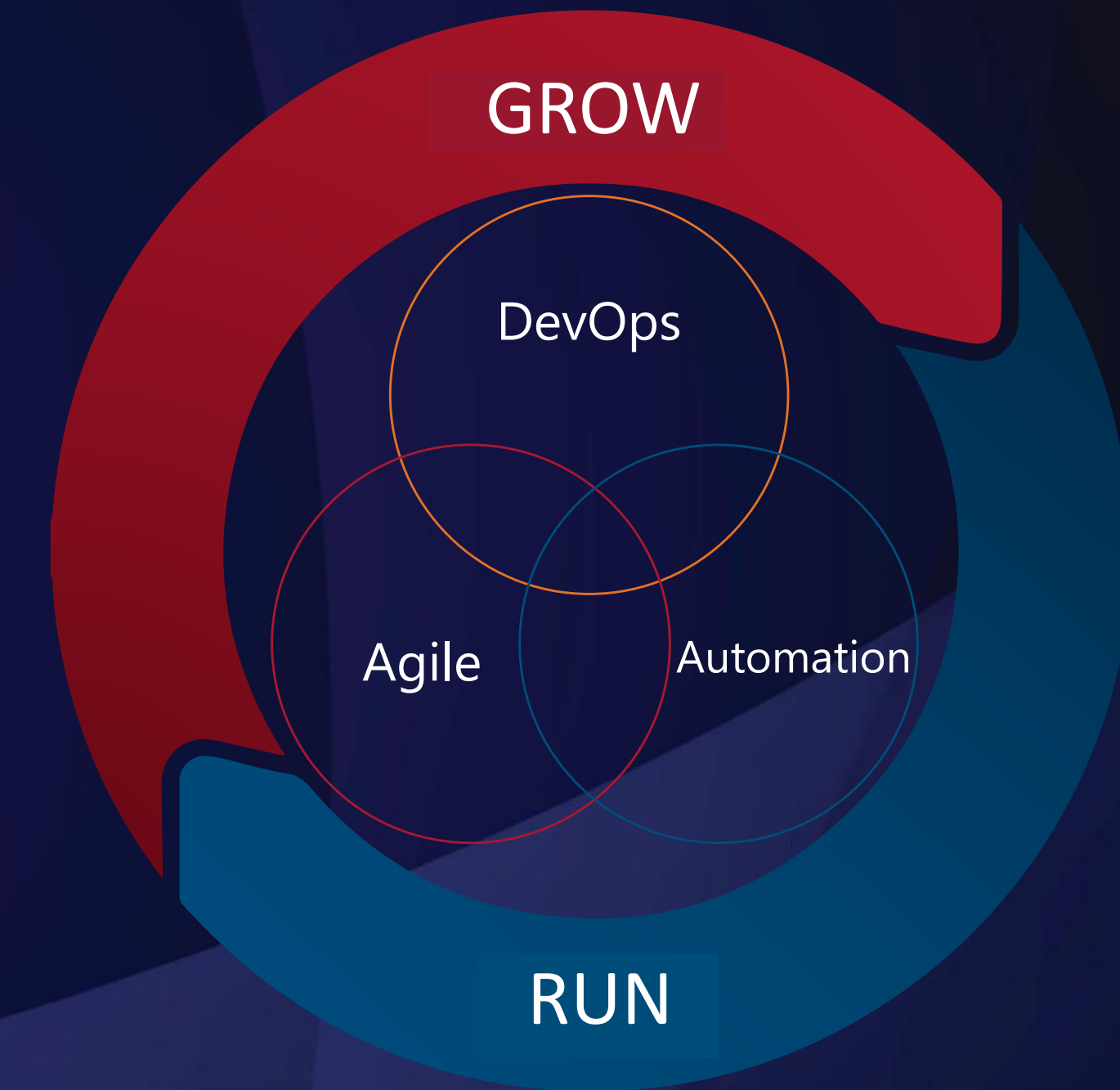
Invest in Cognitive Automation

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Alignment of Organization Structure

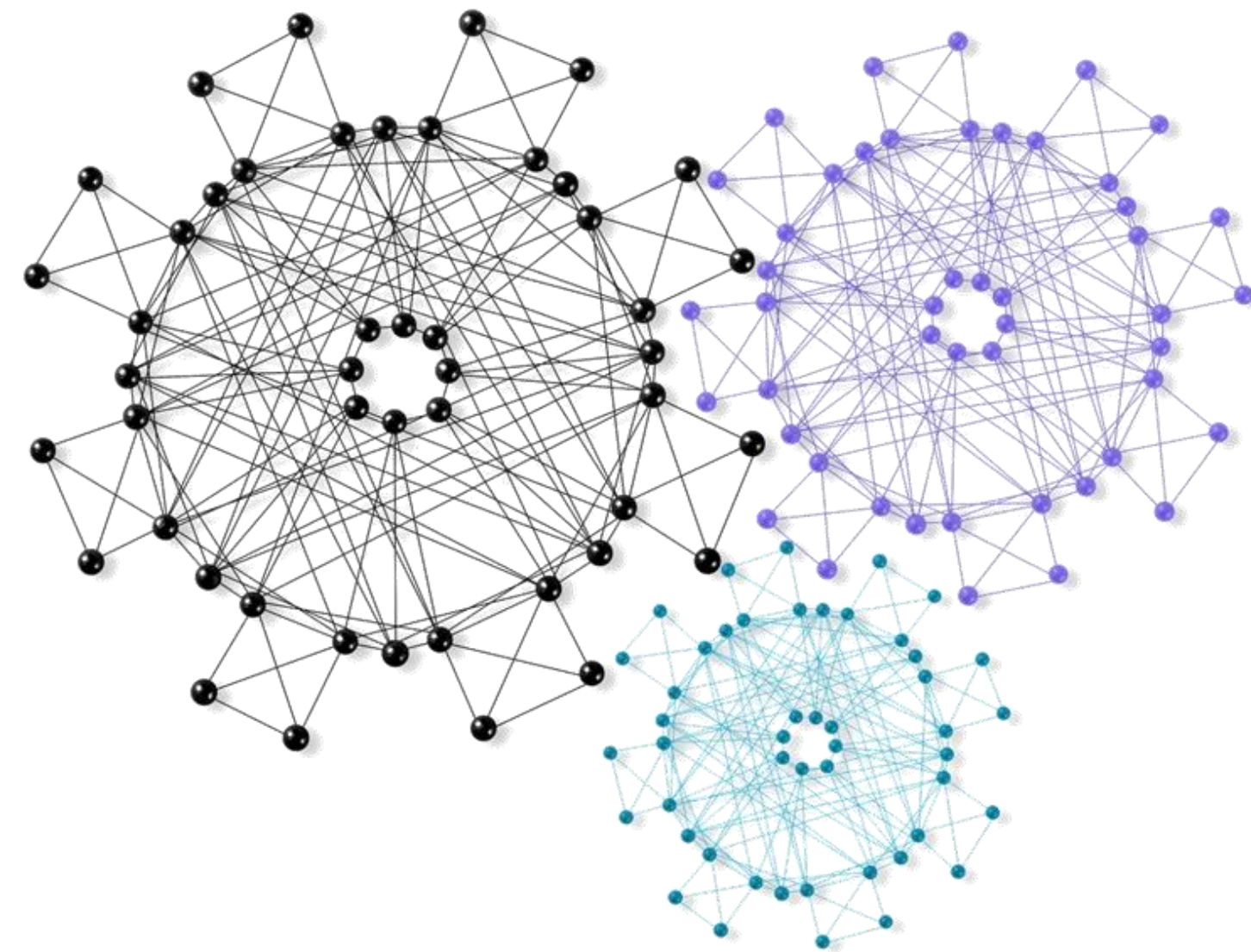
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Redesign Learning & Skilling

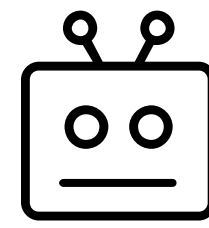




# Visualize and accelerate end-to-end IT Lifecycle







  
**20**  
Ready-to-use  
templates

  
**435**  
Bots

**Compose**  
Compose Tool pipeline  
**103**  
**Build Your Own Pipelines**  
Tools Integrated

**Provision**  
Provision on Infra  
**Build Your Own Infrastructure**

**Operate**  
Engineers workbench  
**Build Your Own Automation**

 Service Transition & Management	 Application Support ML & RPA Bots	 Application Dev + Test Engineering	 Service Management + Monitoring + Infra Automation
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**Visualize**  
Multi Dimensional  
Dashboards  
**Build Your Own Dashboards**

## Leading North American provider of technology Services for Managed Workplace

- Automated transition through BOTS
- BYOP – automated software delivery pipeline
- BYOI – automated infra provisioning
- BYOD – ready to deploy multi dimensional dashboard

55%

Reduced Defect

26%

Increase in  
Development  
Productivity

Powered by

**CAPE**

\* MOU Signed



## Leading American multi-national consumer goods corporation

Managing digital site & content globally across 600+ sites and 20+ creative agencies

- Scope includes Development, AMS, Infrastructure, RPA
- Transformation to a PaaS model
- Business Demand & Consumption based charging model
- Innovation focused contracting model

25%


Improved Time  
to Market

50%

Savings Reinvested in  
Innovation

Powered by

**CAPE**

Email monitoring processor	ITSM Login	SAP Login	Ticket processor	Ticket dispatcher	SAP password reset	SAP Finance letter provisioning	MF Batch abend monitor
<h1>Our Digital Workforce</h1> 		Auto-classifier	Auto-upgrade	Auto-triager	SAP Job monitoring	Digital assistant for user queries / tasks	Sitecore access management
		Security lending dividend claim checks	Oracle login	Oracle Invoice payment checks	Oracle PR creation	Log Anomaly monitoring	Sitecore digital asset content upload
Assortment planning	Anti-money laundering	Auto-detect claims	Claims underwriting assistant	SAP Auto access management	Production health checks	Auto document generator	SAP user creation
Automated dividend issuance process	Automated Reconciliation management	Automated first notification of loss (FNOL)	Underwriting recall, notifications	Document classifier	SAP Invoice validator	SAP Invoice priority identifier	SLA breach predictor
Dividend payment processing	Automatic renewals processing	Auto-detect real estate listing anomalies	Claims payment	Duplicate document identifier	SAP PR creation	SAP PO creation	Failure predictor
Client onboarding	KYC processing	Endorsement management	Intelligent query responder	Chatbot handoff to live agent	Monitoring analyzer	Bot classifier	Auto remediation

# Intelligent Ops driven by cognitive automation & conversational bots – Leading global ISV

Machine Learning (ML)

Cognitive Services

Incident Lifecycle	Detection	Triage	Engage	Mitigate	Post Mortem
<b>Respond</b>	Anomaly Detector, Predictive Outages, Social Signals	Event Co-relator, Impact Qualification, Recommended KB, Impacted Customer Insights, Social Signals	Recommended DRI, Automated Engagement, Service Health Dashboard & Notifications, Social Signals	Social Signals Service Health Dashboard & Notifications, Mitigation Validator	Service Health Review
	Monitoring Quality Insights, Recommended Monitoring, Configurations		Impacted Customer Insights, Telemetry, Incident Snapshot	Change Co-relator Incident Simulator, Access Provider, Automated Deployments & Roll Backs, Automated Remediation	RCA maker, Reliability Insights Service Health Review
<b>Manage</b>			Impacted Customer Insights, Incident Snapshot	Impacted Customer Insights Incident Snapshot	Reliability Insights Customer Reach out, Campaigns, Service Health Review

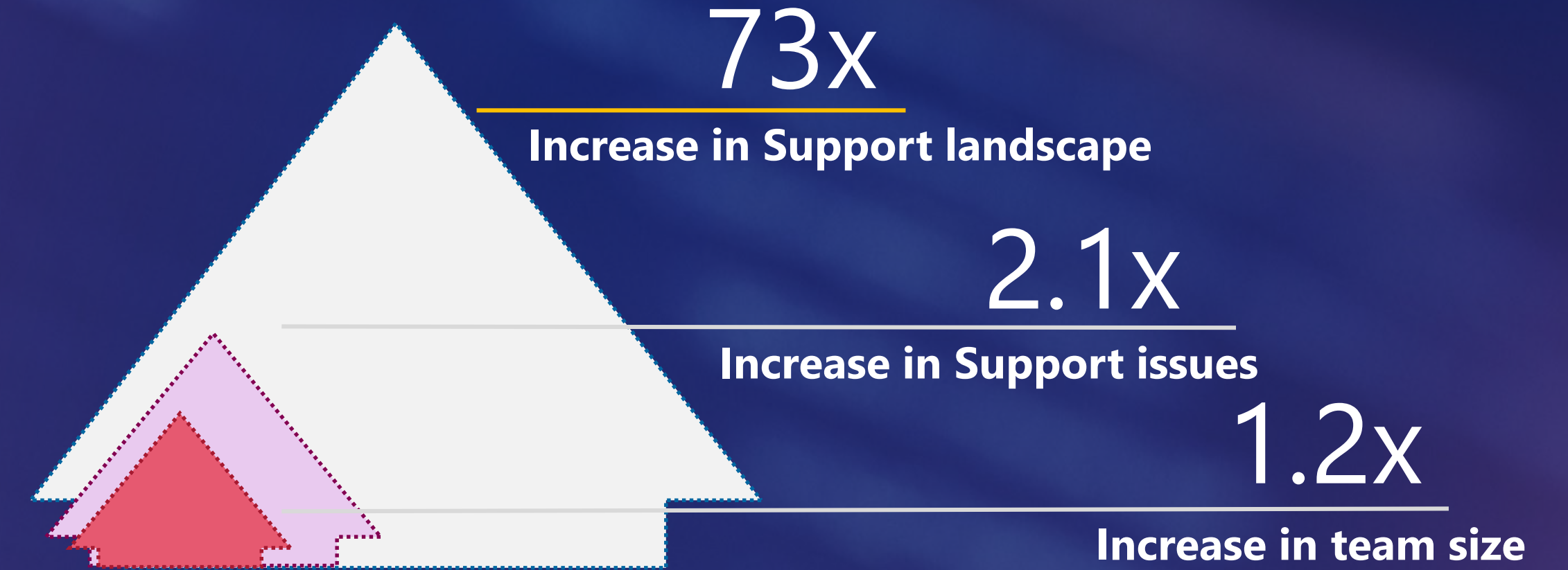
## Leading Global ISV

Providing 24x7 CloudOps, driven by cognitive automation & multi-skilled engineers

- Extreme automation driven CloudOps
- Extreme Reliability - 99.5%
- Platform stability driven by operational excellence and data insights



Reduction in TCO



## Leading Low Cost Carrier in North America

Providing efficiency and optimization through Quality Engineering, DevOps and Non-production Infrastructure Management

- Converted QA function into automation driven Test Engineering
- Full Stack responsibility including Environments & automated pipelines for the Testing Function
- Implemented an innovative approach of ML based forecasting defects

25%

Faster Time to Market

24%

Reduced TCO

**Internal  
organization  
structure  
re-design**





**YORBIT**

## Changing learning models to enable skilling at scale

Precise skill  
recommendations

Personalized  
learning paths

Accessible –  
Self-paced -  
Learner-led -  
Micro-learning

2097  
courses on  
733 skills

2 million  
learning  
hours

# Recognition by the Analyst and Advisor Community

**Gartner**

Oct 2017

Profiled as one of  
**Top 3 large SIs** for  
Agile & DevOps

AVASANT

Aug 2018

**Innovator** in  
Intelligent  
Automation  
Services

FORRESTER

Aug 2018

**Leader** in  
Continuous Testing

**\*ISG**

Mar 2018

**Leader** across all  
five client  
archetypes for  
Public Cloud  
Services

Aug 2018

**Leader** in Agile  
Development  
and Testing

Aug 2018

**Leader** in Next  
Generation  
ADM Services







## Road ahead

**Helping customers Modernize  
RUN & Accelerate GROW**

**Increased engagement  
with client leadership**

**Larger deal size at higher  
margin for Mindtree**

*Welcome to possible*

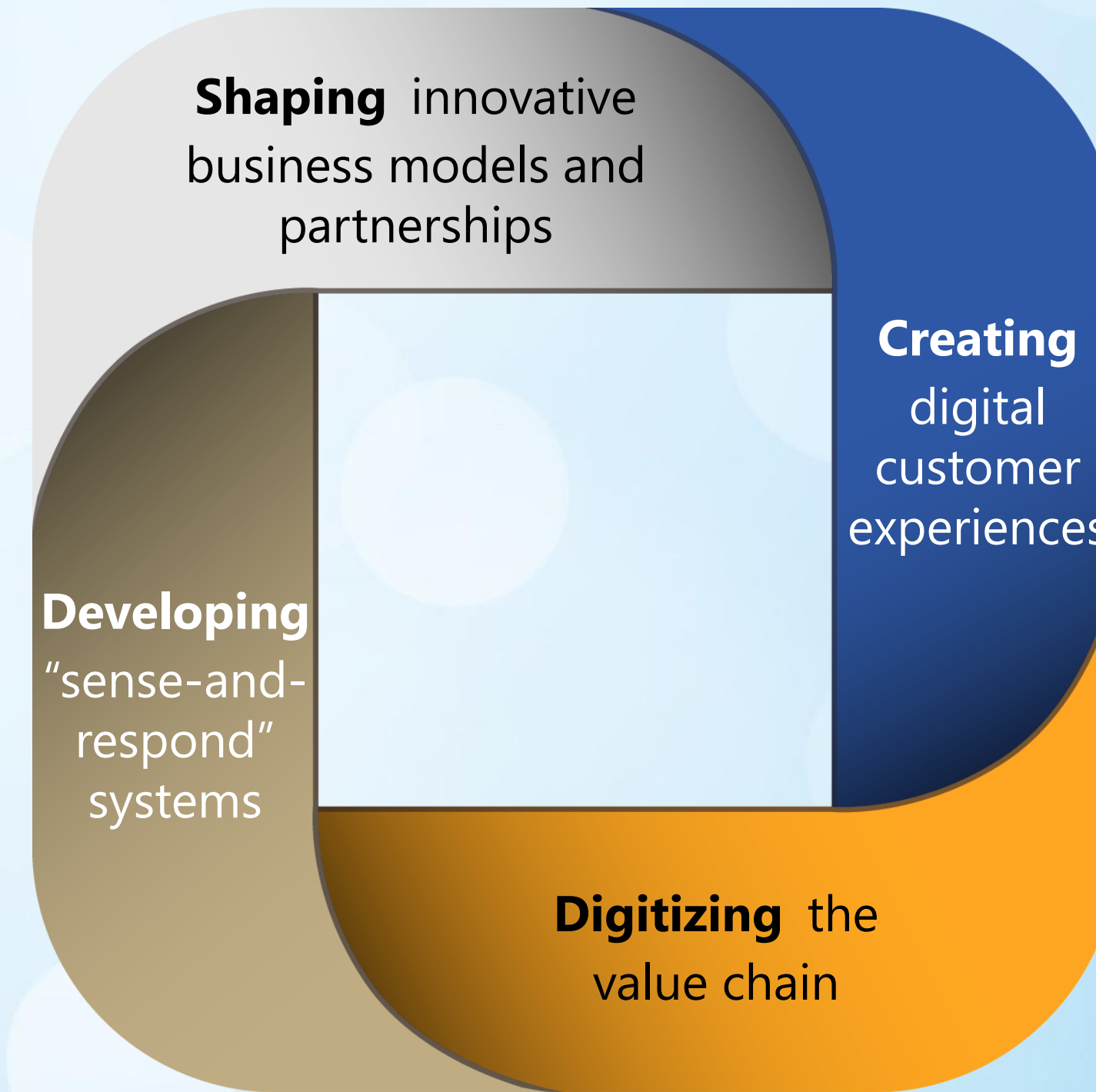


# Make Digital Real

SREEDHAR BHAGAVATHEESWARAN  
SENIOR VICE PRESIDENT

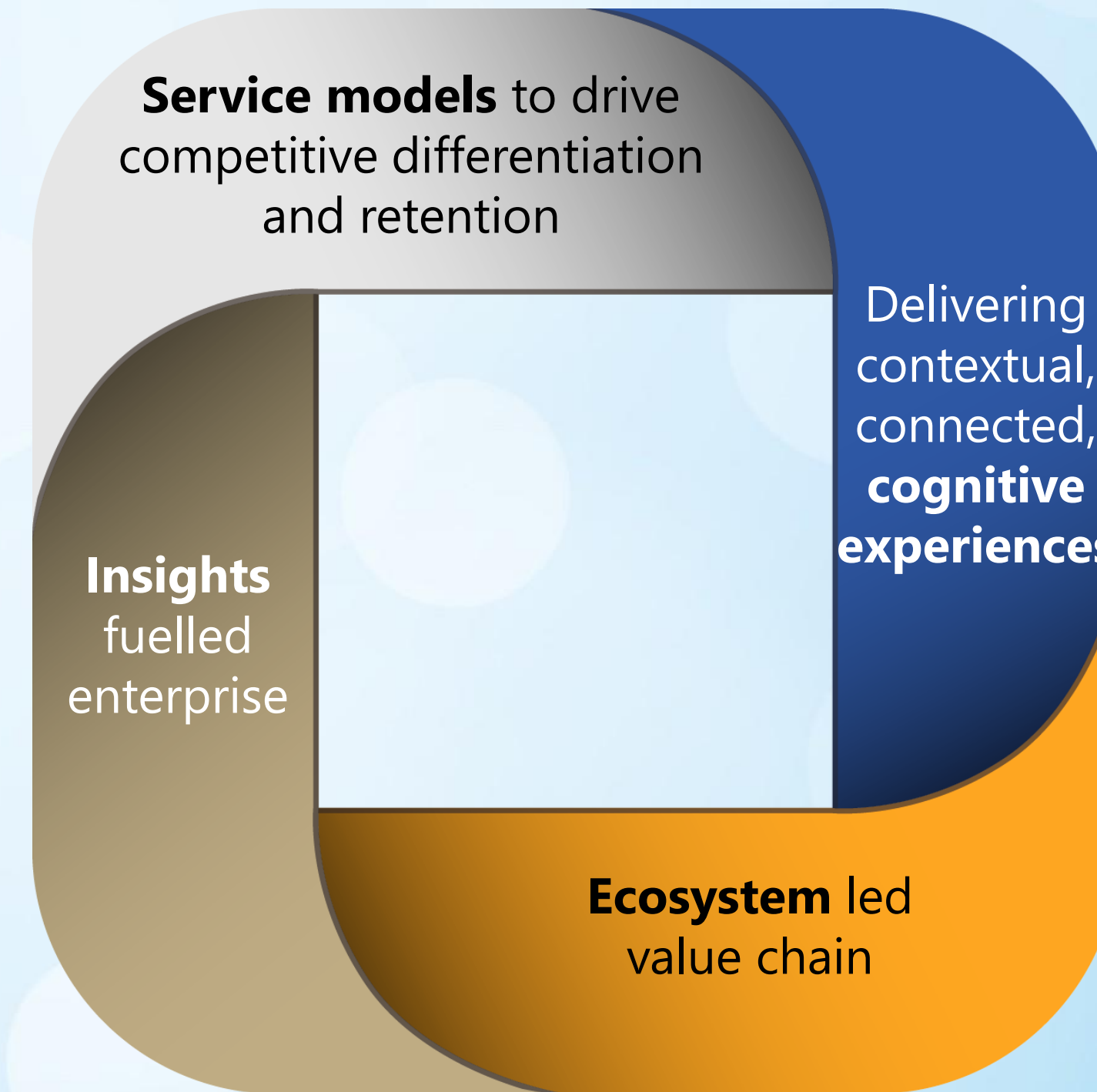


**Digital is Business**



**Digital is a Continuous Reset**

**Digital is Business**

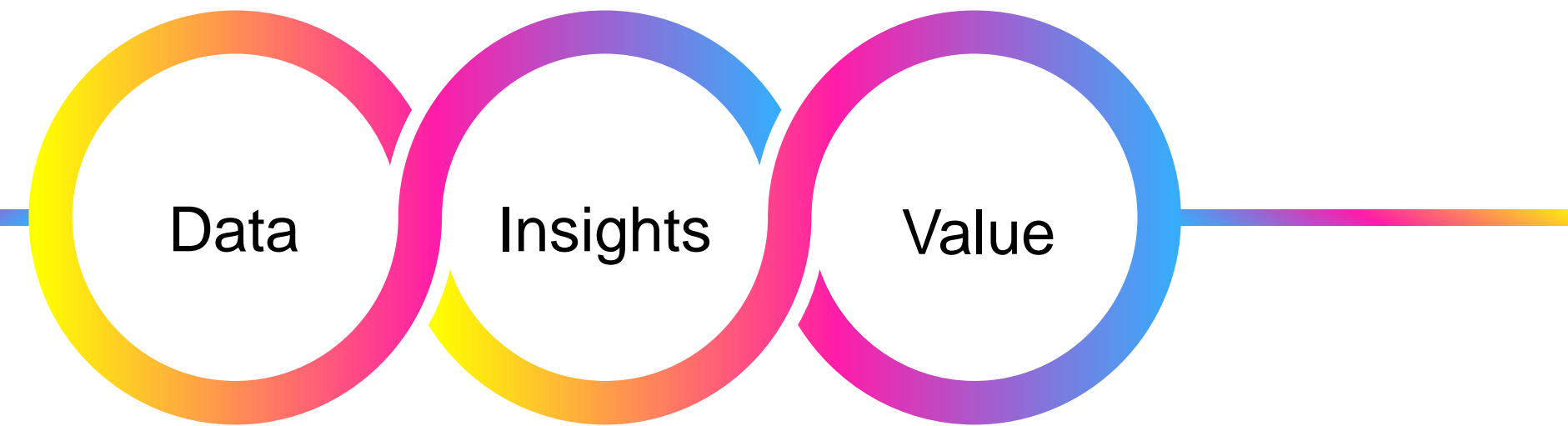


**Digital is a Continuous Reset**

# New Business Model by Operationalizing AI



**3X Growth**



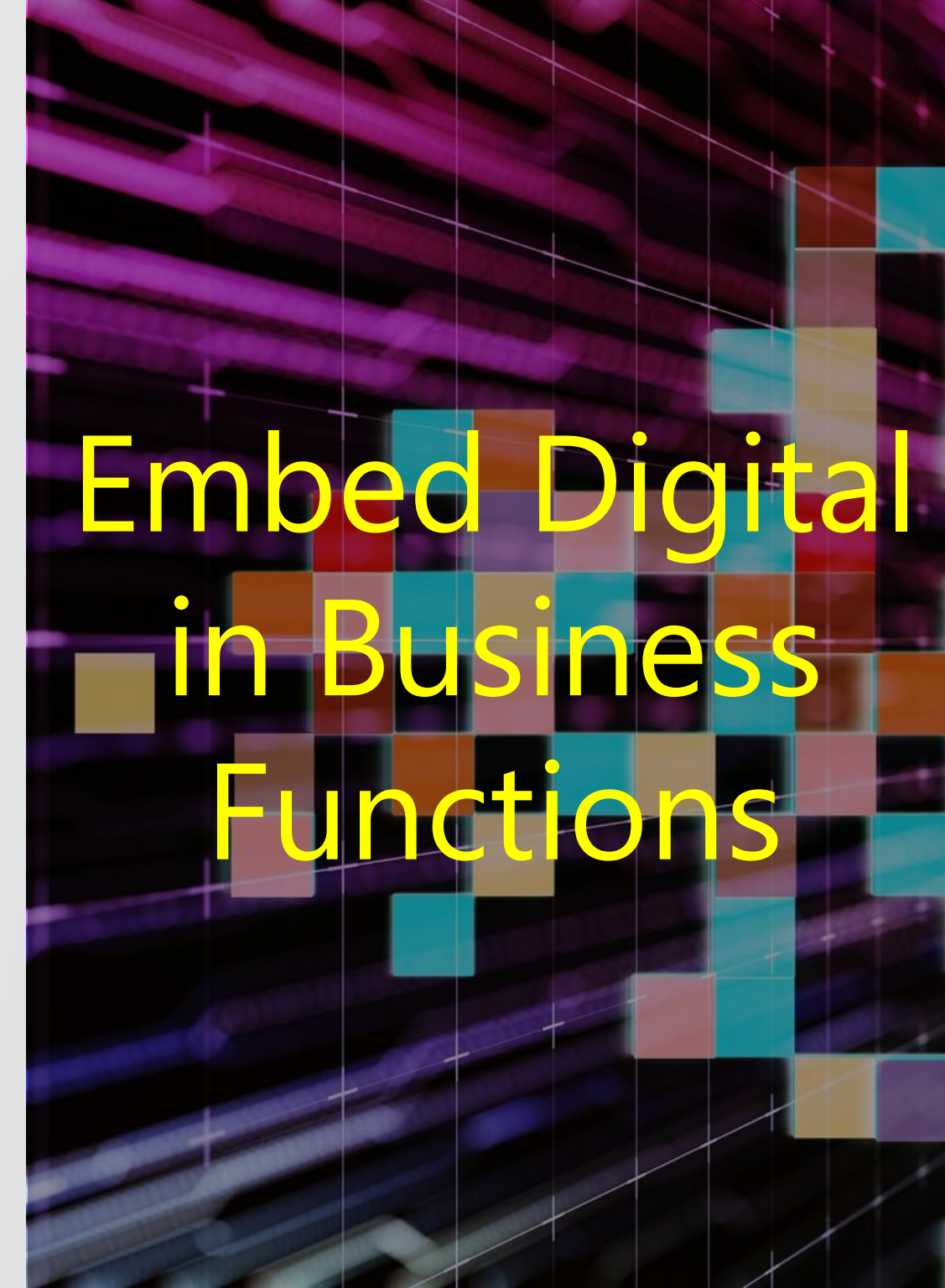
**Digital Maturity is  
Paying off in  
Outperforming Peers**



**> 5% Opex**



**> 10%  
Workforce**



**Embed Digital  
in Business  
Functions**

**Digital Champions  
Achieving Breakthrough  
Performance**

**15-20%**  
Growth

**25%**  
OPEX  
improvement

**2-4X**  
Faster speed  
to Market

**70%**  
Cut in  
service cost



A wide-angle photograph of a tropical resort at sunset. In the foreground, a swimming pool with blue water reflects the warm orange and pink hues of the sky. The pool is surrounded by lush greenery, including palm trees and large-leafed plants. In the middle ground, a large building with a thatched roof and warm interior lighting is visible. The sky is filled with soft, colorful clouds. The overall atmosphere is serene and inviting.

**Experience at the Core of Business**

**15% Market share**

# CX Operations with Platform to Scale



**20%**

Opex Improvement

**50%**

reduction in time  
to launch





# Build Intelligent Future Ready Enterprise

Experience

Continuous disruption

Frictionless business

Service and loyalty-led



# Cognitive Experience with Intelligent Edge

40% Opex  
Improvement

# Blueprint to Build Digital Next Intelligent Enterprise

## Cognitive Experience Delivery

Digital Experience  
Platforms

Intelligent Edge

Ubiquitous  
Information

## Intelligence Powered Humane Ecosystem

Journey Science  
based Experience

Insights-as-a-Service

Democratized AI

## Digitalizing the Core

Legacy Modernization

Operationalize with  
Platforms

Autonomous  
Multi-Speed

# Strategic Partners Core to Execute




# Modernizing the Core to Improve Yield with Dynamic and Precision Pricing

**\$1Bn**  
Margin Uplift

**\$20M**  
Technical Debt Elimination





**Business Performance Cockpit for  
Democratizing AI**

Empowering  
sales,  
marketing  
and finance  
in 7 markets



# Advocacy and Recognition



Global Leader  
in Digital Services

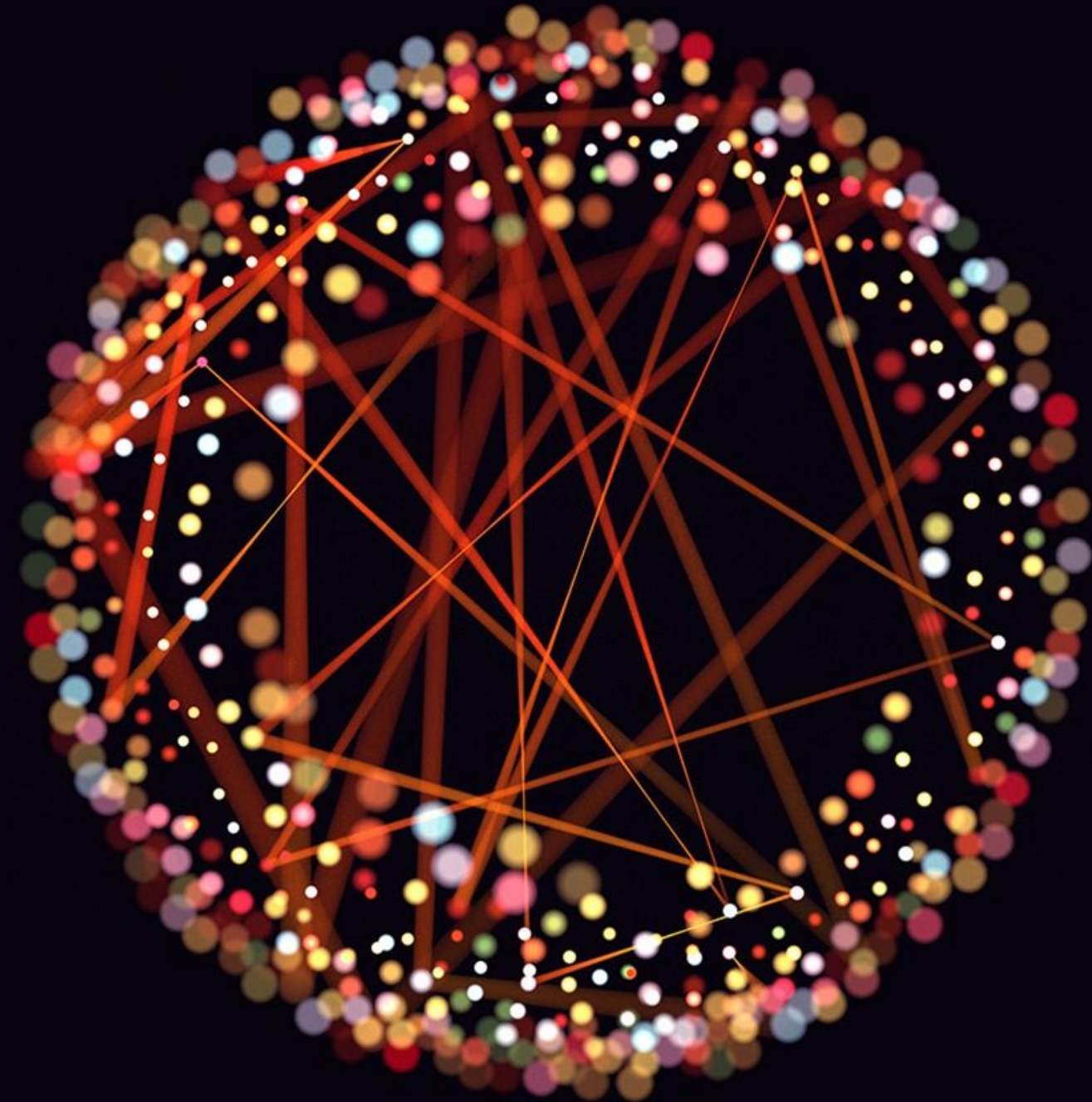


2018 Excellence in  
Omnichannel  
Experience management



Partner Innovation  
for Manufacturing in 2017

# Creating Memorability for Scale and Business Outcomes



**Leadership**

**Mindset**

**Culture**

*Welcome to possible*



***GREAT QUALITY  
DELIVERED FASTER***

# Enterprise Reimagination- Unlocking New Possibilities

**DR. SATYA RAMASWAMY**  
**EXECUTIVE VICE PRESIDENT**



## How Customers are Articulating their Need for Reimagination



“What would a silicon valley Internet company do if they were to enter our industry today? Reimagine ourselves to be like that”

Car rental companies aspire to be like Uber  
Manufacturing companies aspire to be like SpaceX

## How Customers are Articulating their Need for Reimagination

”

“We are aiming for at least 80% automation in our back-office operations”

## How Customers are Articulating their Need for Reimagination



"We want to totally reimagine BPO"

## How Customers are Articulating their Need for Reimagination

”

“Our existing businesses are maturing. We want to enter new business lines with disruptive new business models”



# Enterprise Reimagination

Fundamentally  
reimagining an  
enterprise along six  
dimensions

Business  
Models

Business  
Processes

Offerings

Market  
Segmentation

Sales  
Channels

Enterprise  
Experience

DOMAIN + TECHNOLOGY + CREATIVITY + CONTEXT

# Enterprise Reimagination: Moving Beyond Transformation



Completely new.  
Revolutionary

Inside-Out, end-to-end  
operations focused

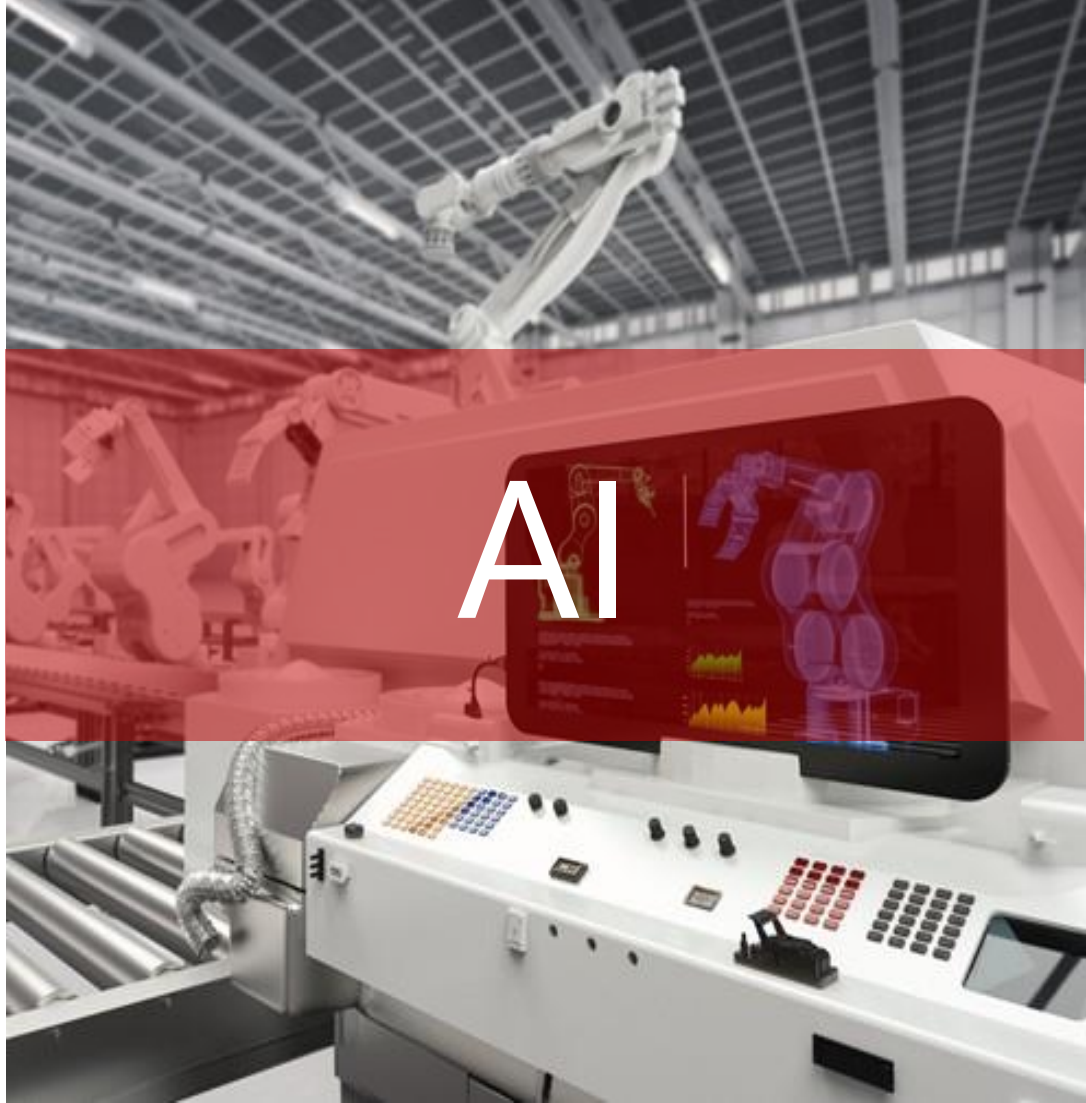
Redoing the core itself:  
Enterprise core  
reimagination  
using PaaS micro  
services and serverless  
architectures

Apply Digital thinking  
to core enterprise  
technologies  
and business  
processes

Domain, creativity,  
context and change  
management skills in  
addition to  
technology skills

Line-of-Business  
orientation

**Why now?**



**AI**



**IoT**



**Blockchain**



**RPA, AR/VR**

Help take Digital thinking to 75% of Enterprise Operations untouched by Digital

**Digital Foundation**

Mobile | Big Data | Social Media | Cloud

# Megatrends in the Making

BPO Reimagination

Enterprise  
Core Reimagination

AI First Application  
Reimagination



## How AI can help Reimagine BPO?

Neural network based AI systems with hardware acceleration aided by GPUs and FPGAs have surpassed human cognitive capabilities in key areas:



**Humans**

**5.1%**

**5.1%**

**Dermatologists  
: 86.6%**

Detecting skin cancer based on images



Voice Transcription (word error rate)



Image recognition  
(ImageNet top 5 categories error)



**Google: 4.9%**

**ResNet152: 2.25%**

**CNN: 95%**




**AI**

## Size of the opportunity

> \$35 Billion Annually\*

\* - Mindtree estimate



One of the largest Grocery  
retailers in Asia Pacific



## Retail Point-Of-Sale Fraud Detection and Loss Prevention Powered by AI

*"POS related Fraud in Retail offers a complex behavioral challenge and we  
choose Mindtree because of their AI capabilities"*

## Why Reimagine

Internal theft represents 1/3<sup>rd</sup> of all the shrinkage in retail. No practical solutions available other than manual security

## How is it Reimagined

Using modern deep learning based computer vision techniques leveraging Convolutional Neural Networks to micro-classify events

## Benefits

Reduce internal theft by \$25M annually



One of the largest telecom operators in the world with 150 Million+ customers

**Bold vision to automate more than 80% of backend business operations**

*"Ideally we want to completely reimagine our BPO"*

## Why Reimagine

Need to dramatically improve customer experience and operational efficiency by proactively fixing faults

## How is it Reimagined

By combining Robotic Process Automation with significant AI technologies, eliminate need for human intervention

## Benefits

Optimization of 80% back office functions and achieve corresponding cost reductions

Global leader in engineering  
and construction for  
Oil & Gas industry

**Ambitious vision to create digital twin of offshore platforms in order  
to break into maintenance business**

*"With modern IoT we can create a new digital boots-on-the-ground service  
without the boots on the ground"*

## Why Reimagine

New commercial offering with disruptive new business model to enter an attractive downstream business

## How is it Reimagined

End to end modern IoT architecture with heavy use of AI and Vision technologies

## Benefits

New revenue stream with much lower risk than traditional players that depended on human effort and aircraft working in dangerous conditions

Leading value added distributor of  
services, solutions & products

3 year vision to completely reimagine BPO

*"I am ready! In 3-4 years I would like to see 90% automation"*

## Why Reimagine

Improved cycle time and customer satisfaction are demanded by the market. Accurate payment processing is necessary to sustain margins.

## How is it Reimagined

Domain rich process transformation maps for Accounts Receivable, Accounts Payable, HR and vendor management drive solution with Robotic Process Automation and AI.

## Benefits

Elimination of manual steps to reduce cycle time and errors. Significant reduction of operating expenses.

# Key elements of our strategy: emphasis on speed and positioning

**NEW:**  
**NEW BUSINESS MODELS**  
**NEW ENGAGEMENT MODELS**  
**NEW CLIENT STAKEHOLDERS**  
**NEW CUSTOMER SEGMENTS**

<b>Models</b>	Traditional	1 <sup>st</sup> priority <b>Immediate</b>	X
	New	2 <sup>nd</sup> priority <b>Medium term</b>	3 <sup>rd</sup> priority <b>Long term</b>
		New	Traditional

**Offerings**

## MINDTREE POSITIONING

Mindtree agility and nimbleness

Mindtree's avoidance of legacy BPO

Tapping newer stakeholder types easier

Consulting expertise led, IP led. Not mass volume based



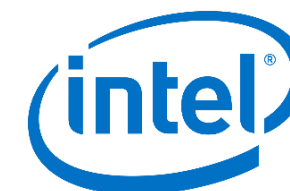
Our ecosystem approach

gamalon

  
CognitiveScale™

 kitaki

 Microsoft

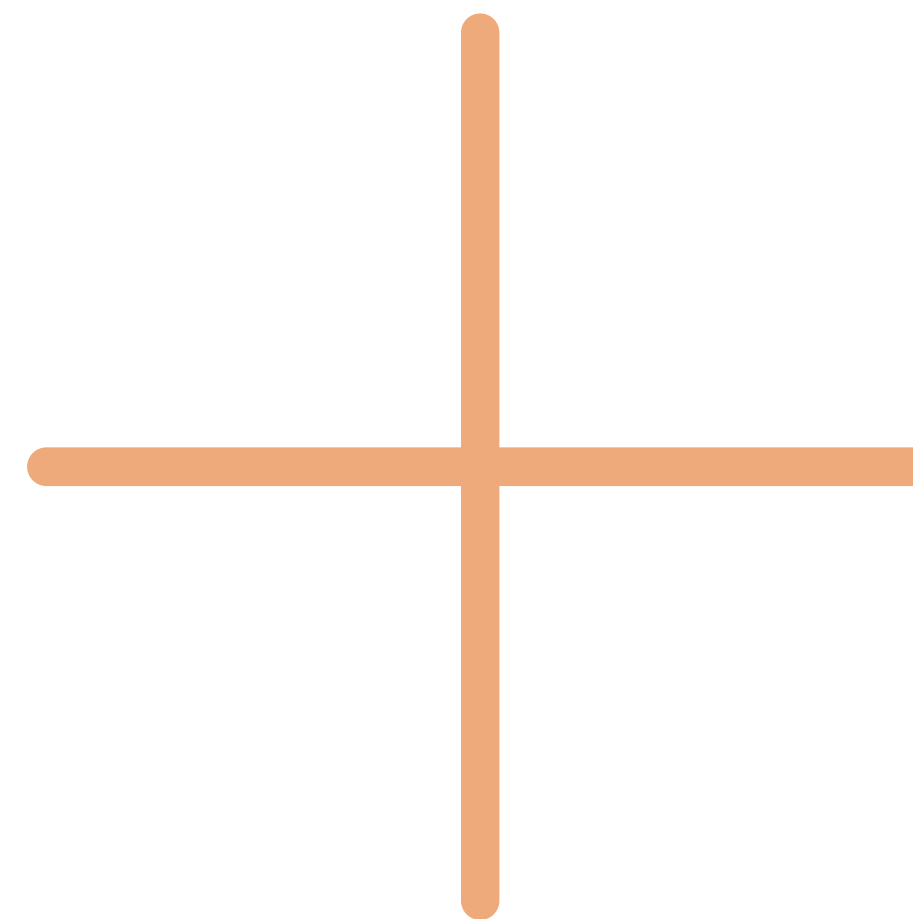
 intel

SIEMENS

 GHD

Global  
Startup &  
Partner  
Ecosystem

Customers



Academic  
Institutions

 **Stanford**  
University

Computer Vision  
Explainable AI



Natural Language  
Generation  
Smarter Chatbots

Mindtree Industry Groups  
& CTO Labs



Driven by the upcoming  
Enterprise Reimagination  
Studio in Silicon Valley



*Welcome to possible*

## **MINDTREE 3.X: GREAT QUALITY DELIVERED FASTER**

### **Mindtree is on a strong footing**

- All-time high client satisfaction ratings setting the benchmark in the industry
- Strong demand, investments in the right areas and large deal wins leading to strong growth momentum
- Strong employee engagement practices - attrition rate, one of the lowest in the industry
- Strong value creation and disciplined capital allocation
- World-class board and strong corporate governance

### **What makes us special: A memorable future ready company**

- Distinctive Culture
- Leadership and Talent
- Strong Corporate Governance
- Social Responsibility

### **Strong Conviction on Strategy**

- “Make Digital Real” and “Execute Smart” continues to resonate well with customers
- Between “scale vs specialization”, Mindtree has chosen specialization by aspiring to be the best in chosen industries and offerings. “Great Quality Delivered Faster” is the how of strategy.
- Mindtree’s Digital Packages and Platforms – Accelerate growth via leadership in a core set of packaged applications
- Focused innovation for Run and Grow – To sustain regular business and drive growth through new initiatives and transformations
- Consulting first approach – Drive’s competitive business advantage to our customers
- Automation – Balancing talent transformation and improving efficiency
- Strategic Partnerships – Partnering with Microsoft, Adobe, Salesforce and SAP will help our customers digitalize their core and drive productivity
- Industry Recognition - Leading analysts and advisories have positioned us leadership quadrant across our offerings
- Beyond Digital - Re-imagining the enterprise – Fundamentally re-imagine an enterprise using next generation technologies, investing in academic partnerships and new offerings

## EXECUTE SMART / RUN THE BUSINESS

- Enterprises are no longer looking at their technology outsourcing in silos. While saving costs is obvious, they are looking for faster time to market. As a result, they are partnering with technology company who is agile, nimble and can provide end-to-end IT life cycle automation
- Today's Digital is Tomorrow's Run
- Enterprises moving to a product driven setup



### Mindtree's response to strategic shifts in clients

- Productized Enterprise IT - Leadership of Integrated product teams
- Investing in emerging tech - End-to-End IT lifecycle automation
- Data driven enterprise - Insights based on enterprise IT data
- Value at cost - Single thread delivery

### Our Differentiation – Run and Grow businesses aligned for continuous delivery by being agile, using DevOps and Automation

- Platform led delivery for Product Operating model
- CAPE: Visualize and accelerate end-to-end IT lifecycle automation
- Invest in Cognitive Automation
- New Commercial Models
- Alignment of Org Structure – Application Management, Testing, Infrastructure Management, Agile and DevOps are now one organizational unit
- Redesign Learning & Skilling – Recommend, pathways and enable using Yorbit
- Recognition by the analyst and advisor Community

### Road Ahead

- Helping customers modernize RUN & accelerate GROW
- Increased engagement with client leadership
- Larger deal size at higher margin for Mindtree

## MAKE DIGITAL REAL

### Our four pillars of digital is resonating well in the market driving outcome based continuous innovation

- **Delivering** contextual, connected, cognitive experiences
- **Ecosystem** led value chain digitization
- **Creating** insights fueled enterprise
- **Shaping** service models to drive competitive differentiation and retention



### Blueprint to Build Digital Next Intelligent Enterprise

- **Digitalizing the Core**
  - Legacy Modernization
  - Operationalize with Platforms
  - Autonomous Multi-Speed
- **Intelligence Powered Humane Ecosystem**
  - Journey Science based Experience
  - Insights-as-a-Service
  - Democratized AI
- **Cognitive Experience Delivery by**
  - Digital Experience Platforms
  - Intelligent Edge
  - Ubiquitous Information

### Strategy for Success in Digital

- Partner channel – Leverage partnerships to deliver digital transformational services that clients need to succeed in a cloud-first world
- Expertise – Subject matter experts on functional consulting and consumer experience
- Strong capabilities in cognitive experience
- Industry anchors and domain led digital expertise to drive solution-led digital selling
- Design led consulting first approach to engagements shaping larger front to end business transformation

# ENTERPRISE RE-IMAGINATION: UNLOCKING NEW POSSIBILITIES

## Why Re-imagination

Existing businesses are maturing. Clients are looking for –

- Entering new business lines with disruptive business models
- Total reimagination of Business Process Operations
- Drive substantial efficiency improvements in back office operations by Automation
- Be agile, nimble and startup like



## What is Re-imagination

Leveraging core digital foundation and next generation digital technologies to fundamentally reimagine an enterprise along six dimensions with DOMAIN, TECHNOLOGY, CREATIVITY and CONTEXT being at the core

- New Business Models
- New Business Processes
- Offerings
- Market Segmentation
- Sales Channels
- Enterprise Experience

## Our three pronged Strategy with emphasis on speed and positioning

- Immediate Priority: New Offerings to Traditional Models
- Medium-term Priority: New Offerings in New Models
- Long-term Priority: Traditional Offerings in New Models

## Our Enterprise Re-imagination Ecosystem

- Customers
- Global Startup and Partner Community
- Academic Institutions
- Mindtree Industry Groups and CTO Labs
- Silicon Valley Enterprise Re-imagination Studio