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## What services and models are heralding BPO 2.0?

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The focus, going ahead, will be more towards what would be the outcome of the process. The industry has not got there yet. Customers too have to get comfortable about outcome-based pricing; more benchmarks are required. Outcome-based models will help incentivise employees; it would drive operational innovation, which would lead to outcome improvements. There is also a continuing movement towards higher-value added services on the same processes. The evolution is also towards working on end-to-end processes. However, a lot of the vendors can't get there. In end-to-end, geographic divisions will disappear. A process that starts in one continent can end in another: it could start in Mexico, move to India, go back to Mexico before being delivered in the US.

### TREND talk

The best indicators of the next wave of business processes are not in analyst reports; but the number of business ideas and firms mushrooming in a particular space. Or so we believed before the big financial crisis and the disappearance of easy funding! We are already seeing new processes in the areas of Knowledge Services (Procurement, Legal, as an example) and vertical specific BPOs (Payment processing, Loan processing, etc...verticals beyond Financial Services). However, the next big thing is going to be about the whole puzzle and not the pieces. It will be about end-to-end process outsourcing. The lines between infrastructure, technology and process outsourcing will blur. Clients will look for comprehensive solutions at the right price point.

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