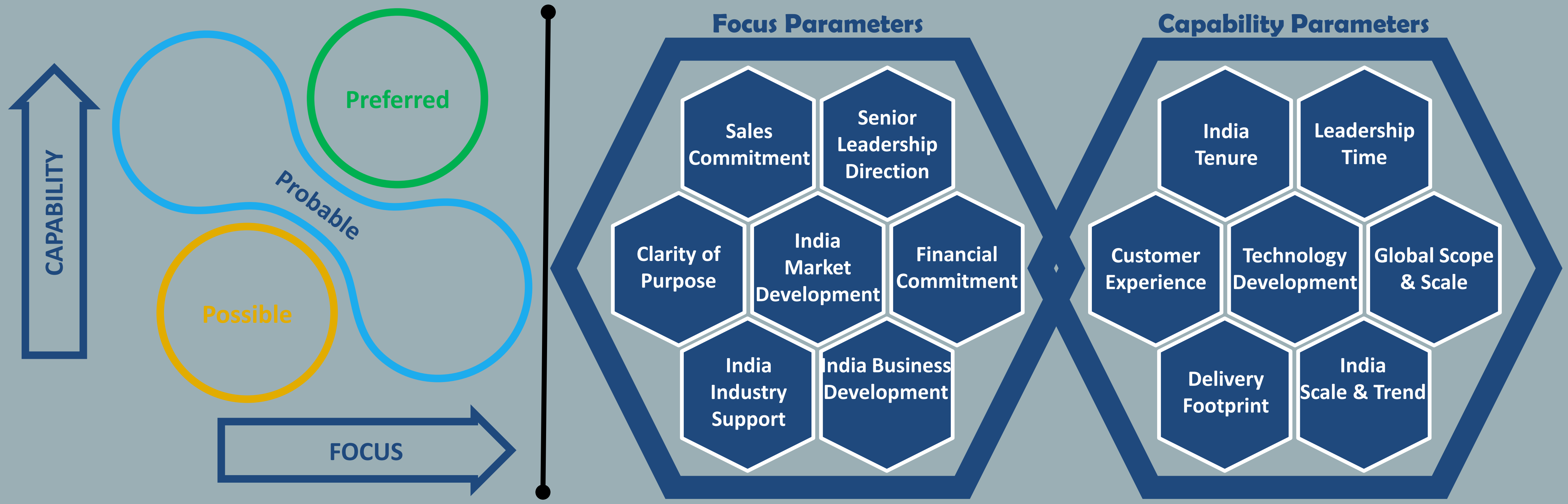
Shared Services Forum®
Enabling Process Edge and Competitive Advantage

FoCap™
PARTNER SELECTION MODEL



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FoCap™ Partner Selection Model

FoCap™ – The Evolving Model for India

The India Domestic landscape, with several global majors and Indian companies, needs an independent assessment, first on a holistic basis for outsourcing services in the Indian market, and gradually, expand to look at domain specific assessments quite like the global market.

Focus is defined as the strategic emphasis and tactical attention that the Service Providers and their leadership invest, on an ongoing basis, to the market/ business development and sustenance of its service offerings to India client companies (current and prospects). It covers areas such as extent and quality of direction provided by the senior leaders, India market and business development efforts, financial and sales commitment, India industry support and finally, clarity of purpose.

Capability is defined as the 'capacity and ability' of the organisation to showcase its commitment to deliver best-in-context India operations and the skill/ knowledge required to be thought leaders in India Outsourcing operations. It will cover all aspects of actual delivery such as tenure, dedicated leadership time, global and India scope, scale and trend, delivery footprint, use of technology, and finally the ultimate experience of the customer.

The matrix organises the players in the industry into three broad categories: **Possibles, Probables**, and **Preferred**, each indicating the inclination of the client towards selecting the said partner.

Research and Insight

Enough research time has been invested to develop the parameters and the approach to collect, collate and analyze information has reached advanced stages to progress towards the India Service Providers study. As would be rather evident, 'Focus' is the softer side of the organisation. It denotes the seriousness of the firm to be in this business. Large firms with a large spectrum of services can easily run the risk of losing out on focus in the domestic market, especially when the margins could be wafer thin. It also denotes the management's or the leaders' determination and belief in the industry. 'Capability', on the other hand is the execution part of the firm's storyline. A rich parade of industry professionals on rolls, a specialist IT application or tool, infrastructure to foster speed to transfer, and a couple of demonstrated successes are great examples of capability. To a large extent, capability can be brought in. It is, however, a lot tougher to buy focus or even to accurately assess it.

It is for this reason alone that the FoCap matrix promises to provide professional insights to the leaders and practitioners in this BPM space. While it will be virtually impossible to cover the wide range of 1000+ BPOs, the intent, of course, is to reach as many BPOs as possible with a reasonably significant sample to compile the results.

Shape of Things to Come

The shape of things yet to come in this field is rather clear. The customers, as in every other sphere, are likely to become more demanding. Professional outsourcing is likely to turn into aggregation of services. Use of technology will force the need for super speciality services. Outsourcing firms will polarise towards their chosen field of specialisation, to the exclusion of the others. Evaluation of the drive and potential of service provider too will be more towards deep domain specialisation. Global evaluation tools such as Magic Q, PEAK, or NEAT are already sectionalised towards industry specialisation. Soon FoCap too will follow, albeit, principally directed towards the Indian provider offering landscape.