



# INDIA LEADERSHIP FORUM

February 14-16, Grand Hyatt, Mumbai

20<sup>th</sup>  
12

## **Session Brief: Alternate business models**

**Theme:** People Beyond: A case for Alternate business models

### **Session objective:**

Offshore industry is at a cross road again. Customers are increasingly pushing for service providers to take end to end ownership of the business outcomes and some of the risks associated with it. From a supply standpoint, industry observers believe it will be hard for the industry to scale up from current 2.5 million FTEs to 10 million FTEs in 2020 to meet the revenue target of USD 250 - 300 billion. Both the above trends are putting significant pressure on service providers to build Alternate business models that can deliver significantly higher value for end customers in a way that de-links revenue growth from FTE growth. While there has been a lot of talk about Alternate Business Models in the last few years, the questions that are going on in the minds of both customers and providers are

- ***Is the Indian industry really geared up for delivering Alternate Business Models (ABM)?***
- ***What would be a good way to assess the industry's readiness for ABM and uncover core capabilities that the industry would need to build on?***

In this session, we will introduce a six part framework to assess robustness of alternate business model and would like two groups of senior industry leaders to discuss/ debate industry's current position on the framework and also come up with a set of big/ bold ideas for the industry to make the leap on "Alternate Business Models"

### **Format for the session**

**Setup (15 mins):** The session will be kick-started by the Noshir Kaka, Director and Chandra Gnanasambandam, Principal, McKinsey & Company India. Noshir and Chandra will present a few slides on the framework for Alternate Business Models to get the discussion started. He will introduce the two anchors for the session.

**Breakout discussions (45 mins):** The audience will break into two groups – each group will discuss the readiness of service providers to deliver alternate business models and brainstorm potential ideas for the industry to capture the opportunity in alternate business models. Each group hosts will help the group to engage in a healthy discussion and document the proceeding.

**Debrief in plenary (15 mins):** Post 45 minutes of discussion, the two anchors present the findings of the two groups to the combined audience.

**Summary (15 mins):** Noshir and Chandra will summarize the proceedings and share a closing perspective on the topic

**Seating:** Two Fish Bowl arrangements with a white board each.

**Research Anchors:** Noshir Kaka, Director  
Chandra Gnanasambandam, Principal, McKinsey & Company India.