



180Degrees
CONSULTING
— SGGSCC —

OUTSOURCING INDUSTRY ANALYSIS REPORT

**PREPARED BY:
180 Degrees Consulting SGGSCC**

INDEX

1 OVERVIEW	03
2 HISTORY OF OUTSOURCING IN INDIA	08
3 BENEFITS AND CHALLENGES	15
4 MARKET SIZE AND GROWTH TRENDS	29
5 KEY PLAYERS AND THEIR MARKET SHARE	36
6 IMPACT OF COVID-19	40
7 KEY OUTSOURCING SERVICES OFFERED IN INDIA	58
8 INDIA VS OTHER OUTSOURCING DESTINATIONS	78
9 FUTURE OUTLOOK FOR OUTSOURCING IN INDIA	88
10 CONCLUSION	98
11 REFERENCES	99

OVERVIEW

Outsourcing has become an essential component of the contemporary global economy, and India has become a prominent outsourcing destination. Since the 1990s, the Indian outsourcing industry has developed significantly and has been critical in propelling the country's economic growth. This overview will examine the significance of outsourcing to the Indian economy, focusing on its magnitude, range, and scope of services.

THE SIGNIFICANCE OF OUTSOURCING TO THE INDIAN ECONOMY

Outsourcing has become an essential component of the contemporary global economy, and India has become a prominent outsourcing destination. Since the 1990s, the Indian outsourcing industry has developed significantly and has been critical in propelling the country's economic growth. This overview will examine the significance of outsourcing to the Indian economy, focusing on its magnitude, range, and scope of services.



Outsourcing is expected to produce more than USD 150 billion in revenue by 2020, making India the world's second-largest outsourcing destination after the PHILIPPINES. The industry's contribution to India's foreign exchange reserves has been substantial, aiding the country in maintaining a robust balance of payments position.

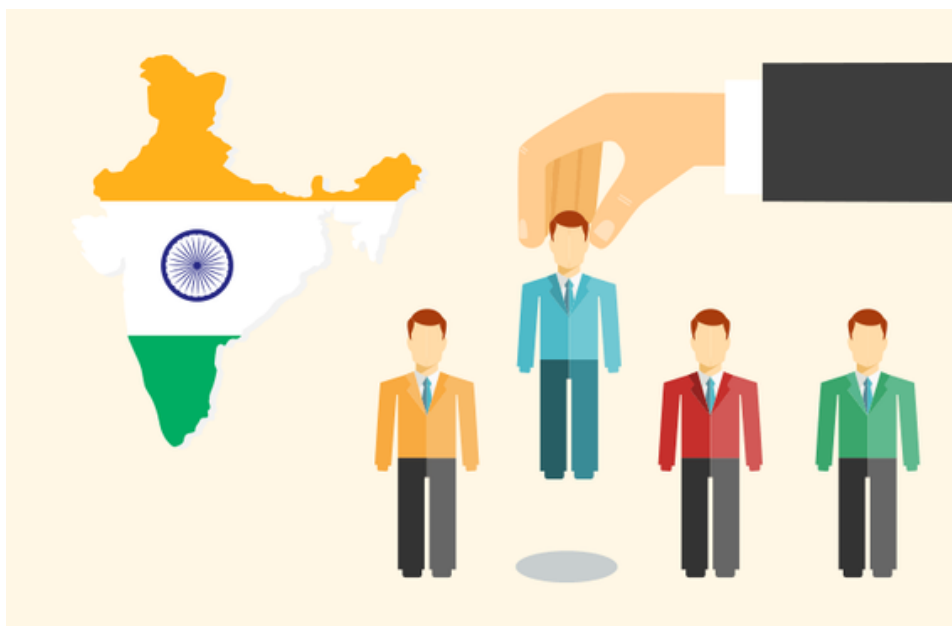
MAGNITUDE AND SCOPE OF THE INDIAN OUTSOURCING INDUSTRY

The Indian outsourcing sector is enormous, offering a wide range of services to worldwide clients. Revenue, personnel, and service variety can be used to assess the industry's size and breadth.

Revenue: In 2020, the Indian outsourcing sector is expected to generate more than USD 150 billion in revenue, mostly from IT and ITeS services such as software development, business process outsourcing (BPO), engineering services, and digital services.

Workforce: The Indian outsourcing business employs around 4.4 million people, making it one of the country's largest employers. The labour is centred mostly in major outsourcing centres like Bangalore, Hyderabad, Chennai, and Pune.

Services: The Indian outsourcing business provides a diverse variety of services to clients worldwide. The industry's primary services include software development, BPO, engineering services, digital services, and healthcare outsourcing. The service offerings of the business are continually expanding, and new services such as artificial intelligence (AI) and machine learning (ML) are gaining popularity.



RANGE OF SERVICES OFFERED BY THE INDIAN OUTSOURCING INDUSTRY

The Indian outsourcing business provides a wide range of services, with clients able to select from a number of service models based on their

needs. The industry's spectrum of services may be generally categorised into the following categories:

IT Services: The Indian outsourcing business is well recognised for IT services such as software development, maintenance, and support. The sector has a sizable presence in the global software development market, with Indian software development enterprises playing a key role in pushing innovation and growth in the area.

BPO: Another important service provided by the Indian outsourcing sector is business process outsourcing (BPO). Customer service, technical assistance, and back-office operations are all examples of BPO services. The Indian BPO industry has been a major driver of employment growth in the country, and it has provided opportunities to millions of young professionals.

Engineering Services: India's outsourcing business is well-represented in the engineering services market. Product design, prototyping, and testing are examples of engineering services. The sector has been vital in fostering technical innovation, and Indian engineering businesses have won contracts from clients all over the world.

Digital Services: The Indian outsourcing business has been fast to embrace new technologies, and digital services such as web development, mobile application development, and e-commerce development have grown in popularity in recent years. Digital services are now a primary focal area for the Indian outsourcing business, which has been successful in gaining clients from a wide range of industries.







Healthcare Outsourcing: The Indian outsourcing sector has also made considerable inroads into the market for healthcare outsourcing. Medical transcribing, medical billing, and clinical research are all examples of healthcare outsourcing. The Indian healthcare

outsourcing business has been successful in offering clients all around the world with cost-effective solutions.

KEY DRIVERS OF THE INDIAN OUTSOURCING INDUSTRY

The success of the Indian outsourcing business may be linked to a number of reasons, including the following:

Cost Advantage: The cost advantage offered to clients is one of the key drivers of the Indian outsourcing business. India's labour expenses are much cheaper than in industrialised countries, making it an appealing outsourcing location for firms trying to minimise costs.

<p>OUTSOURCING</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>			<p>COMPETENCE</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>
<p>ONLINE INTERVIEW</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>			<p>OUTSOURCE TEAM</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>
<p>FREELANCE</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>			<p>BEST PRACTICES</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>
<p>COST-SAVING</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>			<p>EFFICIENCY</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>
<p>BUSINESS PROCESS</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>			<p>REDUCE EXPENSES</p> <p>LOREM IPSUM IS SIMPLY DUMMY TEXT OF THE PRINTING AND TYPESETTING INDUSTRY</p>

Trained Workforce: India offers a big pool of trained individuals that speak English and have technological knowledge. Every year, the Indian education system generates a high number of engineering and technology graduates, which has aided the expansion of the Indian outsourcing business.

Infrastructure: The Indian outsourcing business has benefited from

the country's expanding infrastructure, which includes the creation of technology parks, enhanced telecommunications networks, and the availability of reliable electricity and transportation facilities. These advancements have made it simpler for outsourcing firms to operate in India and deliver seamless services to clients worldwide.

CONCLUSION

The Indian outsourcing business has been a significant contribution to the country's economic growth and has contributed to India's position as a prominent outsourcing destination. The industry's scale, scope, and range of services are noteworthy, and clients can pick from a number of service models. A range of variables contribute to the industry's success, including cost advantage, skilled labour, government assistance, and infrastructure. Looking ahead, the Indian outsourcing industry is poised for continued growth and will continue to be a significant contributor to India's economic development.



HISTORY OF OUTSOURCING IN INDIA

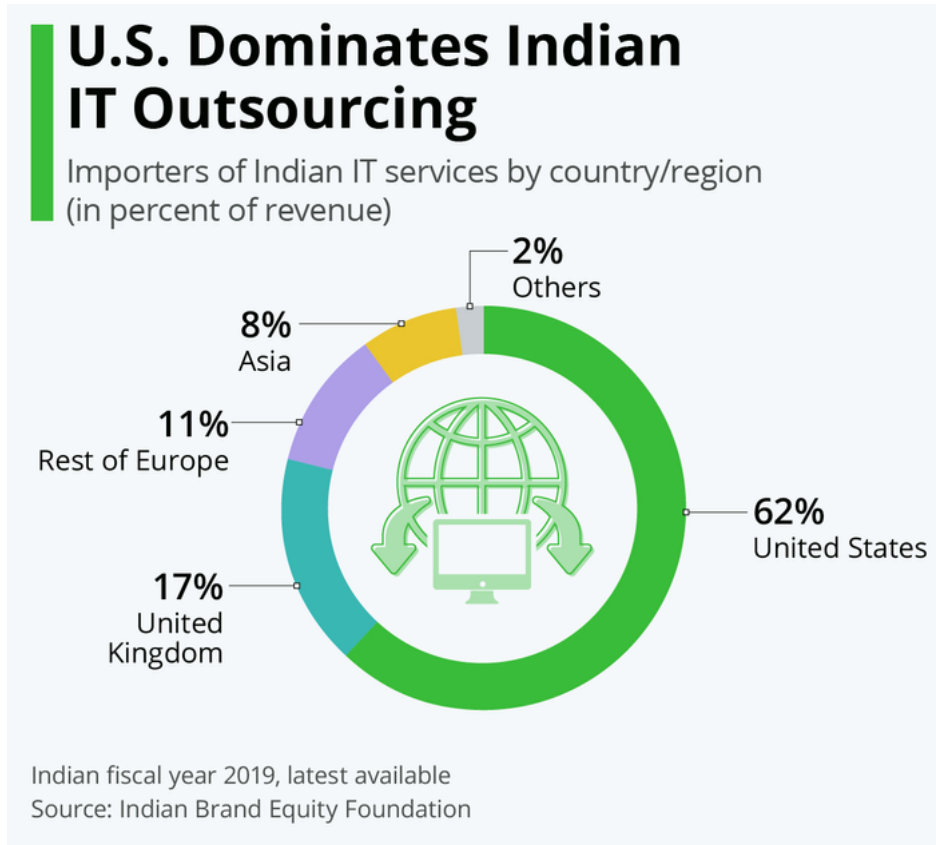
Outsourcing is not a novel concept. Following Adam Smith's advice in his book "The Wealth of Nations," industrialists began moving the production of goods to nations with cheaper labour in the 1700s, which is when it all began. It's a fascinating tale how outsourcing to India came to be. Most of it still goes to India even after more than ten years of fierce international competition in this area. It has taken a long road for outsourcing to reach this zenith. Between the 15th and 21st centuries, as land, sea, and later air routes expanded, more countries began to outsource their trade, which ultimately led to outsourcing to India and other countries.

Exactly why do businesses outsource? In the past, outsourcing was most frequently done to cut costs and staff. Nowadays, the driving factors are frequently more strategically oriented, such as how a company can make the best use of its own core competencies. While outsourcing to services is a relatively new phenomenon, outsourcing to manufacturing is not. Outsourcing of services to India began in the 1980s and picked up speed in the 1990s. The definition of outsourcing has drastically changed over the years in the modern world, when information technology has become essential to business. Businesses have begun to concentrate on their core skills and outsource many non-essential services for which they lacked internal competency.

KEY FACTORS

Although India has had a thriving IT sector since the early 1980s, outsourcing didn't really take off until the early 1990s. IT businesses started outsourcing their back office work to India after some major international airlines.

Texas Instruments, American Express, Swissair, British Airways, and GE were a few of the first companies to establish captive units in India and compete in the Indian outsourcing industry. The sector has developed reliable procedures through time to provide top-notch IT software and tech-related services.

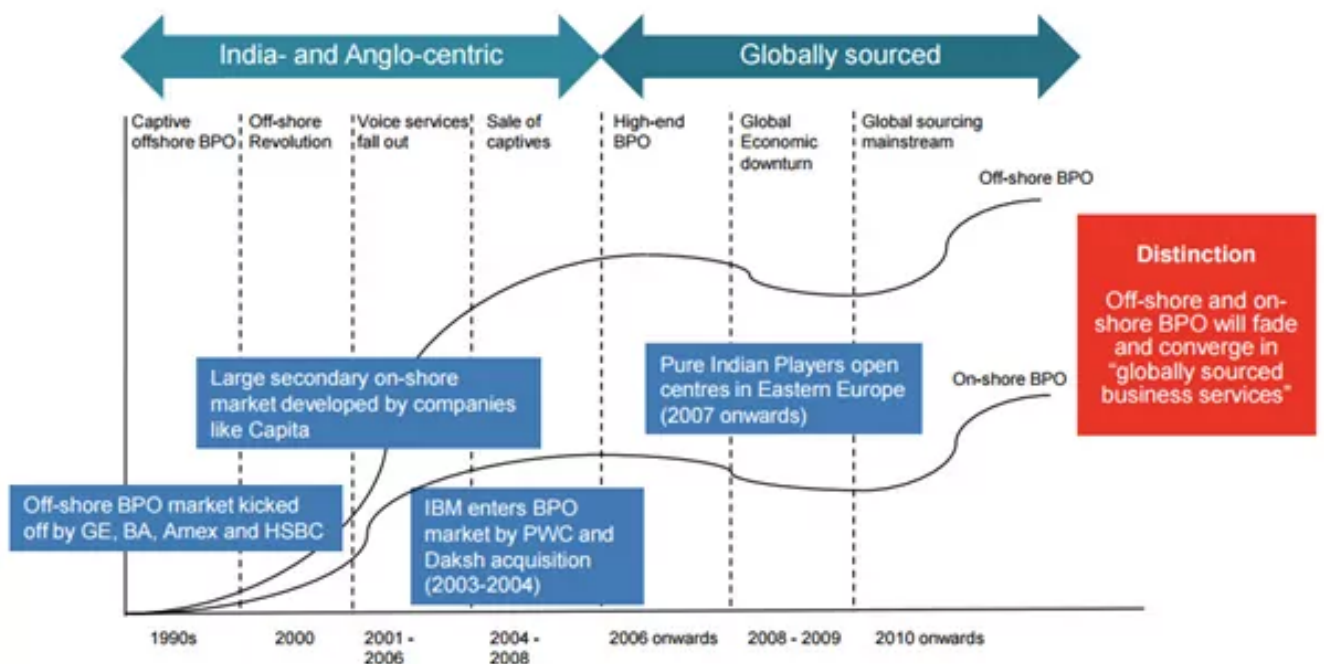


India is the top choice for IT-BPO because of a special combination of factors that it provides. Technology and communication advancements have made it possible for multinational corporations to quickly and cheaply go global. The necessity to outsource grew as a result of the sharp decline in the cost of managing employees in another country. India started making significant attempts to open up its economy to the rest of the globe. Governments have undertaken liberalisation and privatisation-focused economic reform programmes since the start of globalisation in the early 1990s. The government began loosening regulations and liberalising the economy, which has aided in the nation's quick economic expansion.

The ability to communicate and transport data over the Internet was made possible by advancements in telephony, fibre optics, and satellite communications, which opened the door for outsourcing to India. In the past, India's telecom market was limited and the business was a monopoly under government control. By 1999, the government had put in place laws that were crucial in altering the telecom industry's size and structure and opening up nearly all market segments to commercial enterprises. With the advent of IP telephony and the termination of the governmental monopoly on international calling services, the new telecom strategy brought about other changes. Numerous foreign companies have entered the Indian market as a result of the government's liberalised investment policies, which has significantly boosted the country's economy.

State governments are vying with one another to provide more welcoming business environments in order to entice IT/ITES corporations to set up development units in their states, in addition to the central government's intervention. This level of rivalry is enabling the sector to expand at an exponential rate.

The History of Business Process Outsourcing



Through a combination of greenfield projects, international mergers and acquisitions, partnerships and alliances with local players, Indian companies are improving their ability to deliver services globally. Over the years, India has become the home of captive development centers for numerous multinational software juggernauts, including Microsoft, Oracle, SAP, and others.

Indian authorities have taken specific measures to improve the legal framework and have worked to further fortify the country's information security environment. Numerous Indian businesses already align their internal procedures and practices with global norms like ISO, CMM, Six Sigma, etc., making India a reliable outsourcing location.



India's prosperity has benefited greatly from the IT and BPO industries, as the cost of international connectivity is fast falling and service quality is dramatically rising. By serving as the industry's coordinating body, India's National Association of Software and Service Companies (NASSCOM) has been instrumental in outsourcing. It holds seminars and surveys that aid in the communication of information and research

in the communication of information and research in the outsourcing sector.

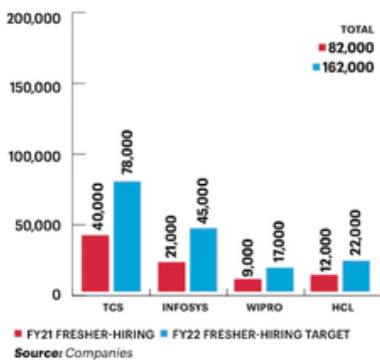
According to NASSCOM, "While India's low-cost talent pool has helped its businesses grow, global incumbents have also recognised India's inherent advantage and have mastered this capability by off-shoring more work out of India." India's capacity to offer significant cost savings and hence enable productivity increases gives it a competitive advantage.

The following are the main causes of India's success in the ITES/BPO industry, according to NASSCOM:

- English-speaking labour force that is plentiful, skilled, and being used by ITES centres like Singapore and Ireland.
- Infrastructure and high-end telecom facilities that meet international requirements.

HIRING SPREE

Tech giants plan to double fresher hiring for FY22

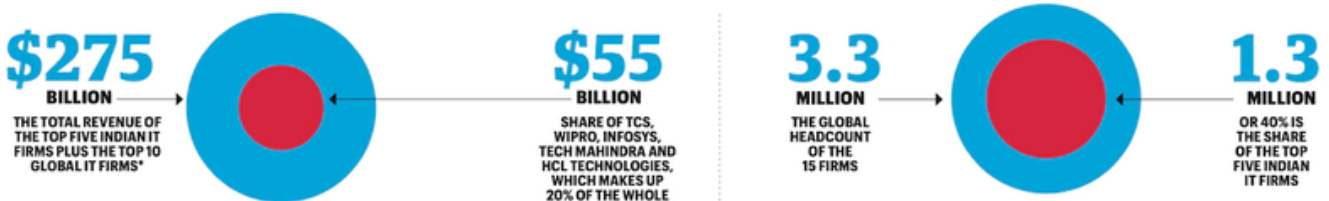


INDIA'S COST ADVANTAGE

The country's coders are still cost-competitive, especially at junior and middle levels

Country	Developer pool	HOURLY DEVELOPER RATES		
		Junior	Middle	Senior
Ukraine	200,000	\$18-25	\$30-45	\$50
Romania	400,000	\$15-23	\$23-30	\$45+
Poland	139,000	\$20-27	\$35-50	\$65+
India	4,500,000	\$15-20	\$25-40	\$50+
Singapore	200,000	\$20-25	\$35-50	\$55
Indonesia	~50,000	\$10-18	\$20-30	\$35+
Colombia	< 100,000	\$10-18	\$20-30	\$40+
Brazil	500,000	\$17-23	\$25-35	\$40+
Mexico	1,000,000	\$16-23	\$23-30	\$35+

Source: Procoders.tech, daxx.com



*The top 10 global firms are Accenture, IBM, DXC Tech, Cognizant, Captergini, Atos, NTT Data, Fujitsu, CGI and Computacenter

Data as of March 2021; Source: Elara Securities Research

- Maintaining performance and quality standards should be your top priority.
- Due to the country's special geographic positions that enable utilising time zone differences, quick turnaround times and the capacity to provide 24x7 services are possible.
- A favourable tax system that equalises the ITES/BPO sector with IT services providers.
- A proactive and encouraging policy climate that facilitates rule- and procedure-simplification and stimulates ITES/BPO investment.

India has emerged as the industry leader in offshore delivery, producing some of the greatest volumes of work across a variety of industries. English-speaking professionals have unrivalled supply-side elasticity in both the technology and non-technology sectors. Due to the industry's success, Indian corporations are now searching for acquisition targets across the globe, and the service provider community in India is now seen as a "strategic business partner" rather than just an IT services provider.

Over time, BPO has grown to be the second-largest and fastest-growing sector of the Indian IT/ITES industry. Over the past few years, KPO (Knowledge Process Outsourcing) operations have become part of the process outsourcing umbrella. The BPO segments' main contributor is customer care. Over the past few years, the industry has evolved from carrying out tasks at the base of the value chain to one in which Indian players are aggressively competing for and winning significant turnaround projects.



In contrast, the Small and Medium Providers (SMPs) in this industry are coping well with the current adversity. SMPs play a crucial role in India's economy overall and the industry's growth engine in particular.

According to NASSCOM studies:

Over the previous five years, the industry has experienced a compound annual growth rate (CAGR) of over 25%. The industry has evolved over the years into four primary segments: IT services, BPO, engineering services, and hardware.

One of the top four verticals for both the domestic and export markets is manufacturing, followed by banking, finance & accounting services and telecom.

Although hardware rules the domestic market, IT services rule the entire sector.



India-based businesses now provide a wide range of outsourced services, including medical transcription, customer service, medical billing, database marketing, Web sales and marketing, accounting, tax preparation, transaction document management, telesales and telemarketing, HR hiring, and biotech research.

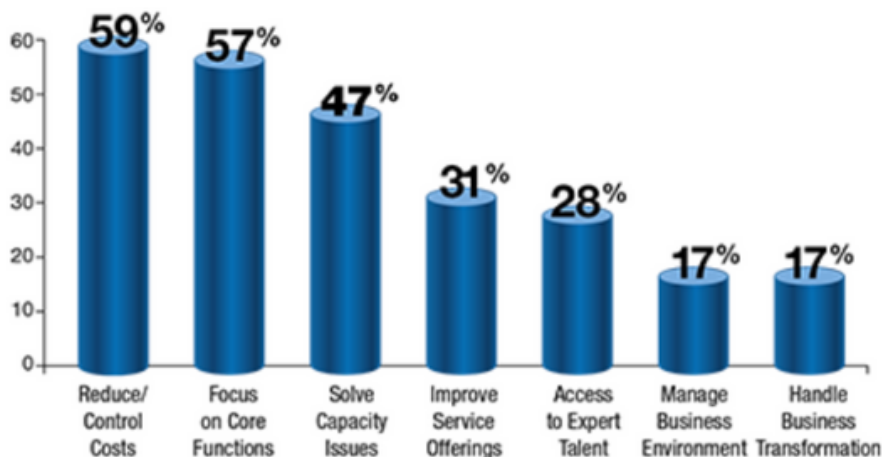
For most businesses worldwide, outsourcing to India has been a positive and successful experience. The credit for this belongs to Indian outsourcing firms and the succeeding supporting governments. Indian outsourcing vendors have consistently adjusted to internal and external difficulties. Due to the status of the global economy and the ongoing crisis, outsourcing in India has suffered challenges, but it is unquestionably here to stay.

BENEFITS AND CHALLENGES OF OUTSOURCING TO INDIA

BENEFITS

COST ADVANTAGE

Outsourcing to India offers several cost advantages to businesses that choose to establish operations in the country. These advantages include cheap labor, economies of scale, and tax incentives.



Cheap Labor

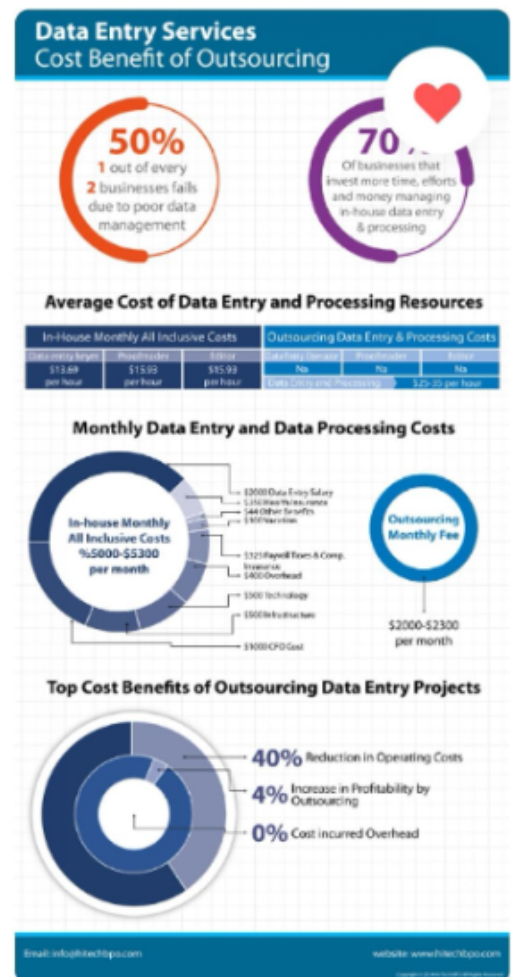
One of the main advantages of outsourcing to India is the availability of low-cost labor. India has a vast pool of skilled workers who are willing to work for lower wages than their counterparts in Western countries. This means that companies can save a significant amount of money on labor costs by outsourcing their operations to India. Moreover, the cost of living in India is lower than in many other countries, which makes it easier for companies to offer competitive salaries to their employees.

Economies of Scale

Another advantage of outsourcing to India is economies of scale. As companies expand their operations in India, they can benefit from reduced costs due to economies of scale. For example, as a company hires more employees in India, it can negotiate better rates with suppliers and vendors, which can lead to significant cost savings. Additionally, the cost of real estate and infrastructure in India is relatively low, which makes it easier for companies to set up their operations at a lower cost than in other countries.

Tax Incentives

The Indian government provides tax incentives to attract foreign companies to set up their operations in the country. For example, the Indian government offers tax holidays, which exempt new companies from paying taxes for a certain period. Additionally, the government offers other tax benefits, such as reduced tax rates and tax credits, to companies that invest in specific sectors or regions. These tax incentives can help companies reduce their overall costs and improve their profitability.



When comparing the cost advantages of outsourcing to India with other major outsourcing destinations such as China, the PHILIPPINES, and Eastern Europe, there are several metrics to consider:

LABOR COSTS: INDIA HAS A LARGE POOL OF LOW-COST LABOR, WITH AN AVERAGE HOURLY WAGE OF AROUND \$2. HOWEVER, CHINA AND THE PHILIPPINES ALSO OFFER LOW LABOR COSTS, WITH HOURLY WAGES OF AROUND \$3 AND \$5, RESPECTIVELY. EASTERN EUROPE IS MORE EXPENSIVE, WITH HOURLY WAGES RANGING FROM \$10 TO \$20.

INFRASTRUCTURE COSTS: INDIA HAS MADE SIGNIFICANT INVESTMENTS IN INFRASTRUCTURE, SUCH AS HIGH-SPEED INTERNET, MODERN OFFICE SPACES, AND TRANSPORTATION NETWORKS. CHINA HAS ALSO INVESTED HEAVILY IN INFRASTRUCTURE, WHILE THE PHILIPPINES AND EASTERN EUROPE HAVE LAGGED BEHIND.

TAXES AND INCENTIVES: INDIA OFFERS TAX INCENTIVES TO FOREIGN COMPANIES THAT SET UP OPERATIONS IN THE COUNTRY, SUCH AS TAX HOLIDAYS AND REDUCED TAX RATES. CHINA ALSO OFFERS TAX INCENTIVES, WHILE THE PHILIPPINES AND EASTERN EUROPE HAVE LESS FAVORABLE TAX REGIMES.

LANGUAGE PROFICIENCY: INDIA AND THE PHILIPPINES ARE BOTH PROFICIENT IN ENGLISH, MAKING THEM ATTRACTIVE DESTINATIONS FOR COMPANIES THAT REQUIRE ENGLISH-SPEAKING TEAMS. CHINA AND EASTERN EUROPE, ON THE OTHER HAND, HAVE LOWER LEVELS OF ENGLISH PROFICIENCY.

CULTURAL COMPATIBILITY: INDIA HAS A STRONG CULTURAL COMPATIBILITY WITH WESTERN COUNTRIES, WHICH CAN BE AN ADVANTAGE FOR COMPANIES THAT NEED TO WORK WITH CLIENTS IN THE US OR EUROPE. CHINA AND THE PHILIPPINES ALSO HAVE SOME CULTURAL COMPATIBILITY, BUT EASTERN EUROPE HAS MORE SIGNIFICANT CULTURAL DIFFERENCES.

ACCESS TO SKILLED TALENT

India has a vast talent pool available for outsourcing, particularly in the areas of engineering, IT, and business process outsourcing. India's size and population mean that it has a vast workforce available, with over 500 million people of working age. This vast population provides a significant advantage to companies looking to outsource their operations to India.

India boasts the world's largest pool of talent, as evidenced by several statistics:

- Each year, Indian universities and colleges produce over 3.1 million graduates, 300,000 postgraduates, and 500,000 engineering graduates.
- Around 200,000 engineering graduates enter the IT workforce annually.
- Directly, over four million IT professionals work in Indian IT companies, while ten million work indirectly.
- Over 40% of Indian IT professionals will receive training in emerging technologies, such as virtual reality, AI, and augmented reality, in the next four years.
- By 2024, India is expected to have the world's largest developer base.



It's no surprise that tech giants like Google and Microsoft have established research and development centers in India. Companies of all sizes are outsourcing to India due to the abundance of skilled resources.



In addition to the large size and high quality of the workforce, India's workforce is also diverse. India is a multicultural country with over 22 official languages and a wide range of ethnic and religious groups. This diversity means that companies outsourcing to India can benefit from a range of perspectives and experiences, which can lead to innovative solutions to complex problems.

Another significant advantage of outsourcing to India is the English language proficiency of the workforce. India is now the second-largest English-speaking country across the globe. English is widely spoken and taught in schools, making it the language of choice for business communication in India. This proficiency means that communication between offshore teams and clients is smooth, efficient, and effective.

India's expertise in IT and engineering is also reflected in the number of patents filed by Indian inventors. According to the World Intellectual Property Organization (WIPO), India filed over 50,000 patent applications in 2019, making it the world's sixth-largest patent filing country.

In conclusion, India's talent pool for outsourcing is large, diverse, and of high quality. The country's emphasis on science and technology education has resulted in a large pool of skilled professionals in fields such as IT and engineering. Additionally, India's proficiency in English and cultural compatibility with Western countries makes it an attractive destination for companies looking to outsource their operations.

BUSINESS EFFICIENCY GAINS

Outsourcing to India can help businesses achieve greater efficiency and productivity through several factors. Firstly, streamlined processes can result in faster turnaround times, reduced costs, and improved quality. Companies can take advantage of India's expertise in process improvement to optimize their workflows and make them more efficient.

Secondly, enhanced technology capabilities can help companies stay ahead of the competition by leveraging cutting-edge technologies. India has a large and growing IT sector, which means that companies can benefit from the latest advancements in software and hardware. Additionally, India's vast talent pool of IT professionals ensures that companies have access to the skills and expertise needed to implement and maintain complex systems.



Thirdly, outsourcing to India can provide better access to data analytics and AI tools, which can help companies make more informed decisions and gain a competitive edge. With India's expertise in data analysis, companies can harness the power of big data to identify trends, spot opportunities, and make predictions. Moreover, India has a strong base in AI research, which means that companies can benefit from cutting-edge AI technologies to automate their processes and improve their productivity.

Several factors contribute to India's strengths in process improvement and efficiency gains. Firstly, India has expertise in process automation, which can help companies reduce costs and improve quality by automating repetitive tasks. This is particularly useful for back-office functions such as data entry, accounting, and customer support. By automating these tasks, companies can free up their employees to focus on more strategic and value-added activities.

Secondly, Six Sigma methodologies are widely used in India to improve processes and eliminate defects. Six Sigma is a data-driven approach to process improvement that focuses on identifying and eliminating the root causes of defects. This approach can help companies improve the quality of their products and services, reduce waste, and improve customer satisfaction.

Finally, continuous improvement practices are prevalent in India, which means that companies can benefit from ongoing process improvements. Indian companies are known for their commitment to quality and their willingness to invest in process improvement initiatives. This ensures that companies working with Indian outsourcing partners can expect a culture of continuous improvement and a focus on delivering high-quality services.



In conclusion, outsourcing to India can help businesses achieve greater efficiency and productivity through factors such as streamlined processes, enhanced technology capabilities, and better access to data analytics and AI tools. India's strengths in process improvement and efficiency gains, such as its expertise in process automation, Six Sigma methodologies, and continuous improvement practices, make it an attractive destination for companies looking to improve their operations and gain a competitive edge.

CHALLENGES

CULTURAL AND COMMUNICATION

Outsourcing has become an increasingly popular business practice in recent years, with many companies choosing to outsource certain functions to reduce costs and increase efficiency. India has emerged as a leading outsourcing destination, thanks to its large pool of skilled professionals and competitive labor costs. However, outsourcing to India can also present a number of cultural and communication challenges that businesses need to be aware of.



Language barriers: One of the most significant cultural and communication challenges that businesses may face when outsourcing to India is language barriers. While English is widely spoken in India, there can still be significant differences in vocabulary, pronunciation, and idiomatic expressions that can create misunderstandings and impede effective communication. Moreover, some Indian professionals may struggle with English as a second language, which can make communication even more challenging.

Time zone differences: India is located in a different time zone than many Western countries, which can create significant scheduling challenges when working with outsourced teams. For example, a business based in the United States may need to work early in the morning or late at night to accommodate its Indian team's working hours. This can lead to scheduling conflicts, missed deadlines, and increased stress for both parties.

Differences in work styles: Indian professionals often have a different approach to work than their Western counterparts, which can create cultural challenges for businesses outsourcing to India. For example, Indian workers may be more hierarchical in their approach to decision-making, while Western businesses may prefer a more collaborative approach. This can create tension and conflict if not managed effectively.

Differences in values: India has a rich cultural heritage that values community, family, and tradition. This can sometimes clash with Western business values that prioritize individualism, innovation, and risk-taking. For example, Indian professionals may be less likely to challenge authority or question established practices, while Western businesses may encourage employees to challenge the status quo and take risks. This can create misunderstandings and conflict if not addressed proactively.

Communication styles: Indian professionals often have a more indirect communication style than their Western counterparts, which can create challenges when working with outsourced teams. For example, Indian professionals may use vague language, softening expressions, and implicit communication to convey their message, while Western businesses may prefer a more direct and explicit communication style. This can create misunderstandings and misinterpretations if not managed effectively.

In conclusion, cultural and communication challenges are a reality when outsourcing to India or any other country. To overcome these challenges, businesses must take a proactive approach to managing communication, building relationships, and addressing cultural differences. This can include investing in cross-cultural training, adopting flexible working hours, establishing clear communication protocols, and fostering a culture of respect and empathy. By doing so, businesses can build strong, productive, and mutually beneficial relationships with their outsourced teams in India and beyond.

Some of the strategies that businesses can use to overcome these challenges:

- **Hiring Local Managers and Project Leads:** One effective strategy for overcoming cultural and communication challenges in outsourcing is to hire local managers and project leads. Local managers have a deep understanding of the local culture, language, and work practices, which can help to bridge the gap between the outsourcing company and the local workforce. Additionally, local managers can provide valuable insights into local market conditions, which can help the outsourcing company to adapt its strategies to the local context.
 - **Providing Cross-Cultural Training to Employees:** Another strategy for overcoming cultural and communication challenges is to provide cross-cultural training to employees. Cross-cultural training can help employees to understand the cultural norms and practices of the outsourcing country, which can help to avoid misunderstandings and communication breakdowns. Additionally, cross-cultural training can help employees to develop empathy and cultural sensitivity, which can help to build stronger relationships with the local workforce.
-

-
- **Developing Clear Communication Protocols:** Clear communication is critical to the success of outsourcing. To ensure effective communication, businesses should develop clear communication protocols that specify how information will be shared, who will be responsible for communication, and what communication channels will be used. Additionally, businesses should establish regular communication routines, such as daily or weekly check-ins, to ensure that communication is ongoing and effective.
 - **Establishing Trust and Building Relationships:** Building trust and relationships is essential to overcoming cultural and communication challenges. Businesses should take the time to establish relationships with the local workforce, which can help to build trust and understanding. This can be done through regular visits, face-to-face meetings, and social events. Additionally, businesses should be transparent and open in their communication, which can help to build trust and avoid misunderstandings.
 - **Adapting to Local Culture:** Finally, businesses should be willing to adapt to local culture and practices. This can involve adapting work schedules, communication styles, and even business practices to better align with local norms. By adapting to local culture, businesses can demonstrate their commitment to the local workforce and build stronger relationships.

In conclusion, outsourcing presents significant cultural and communication challenges that must be overcome to ensure success. Businesses can use strategies such as hiring local managers and project leads, providing cross-cultural training to employees, developing clear communication protocols, establishing trust and building relationships, and adapting to local culture. By implementing these strategies, businesses can build stronger relationships with the local workforce, avoid misunderstandings, ensuring success of their outsourcing initiatives.

REGULATORY AND LEGAL

The outsourcing industry has become an integral part of global business operations, providing cost-effective and efficient services to companies across various sectors. However, outsourcing also presents regulatory and legal challenges, particularly when outsourcing to India. We will discuss the major regulatory and legal challenges that businesses may face when outsourcing to India, including data security and privacy regulations, intellectual property laws, and labor laws.

DATA SECURITY AND PRIVACY REGULATIONS

Data security and privacy regulations are crucial to protecting sensitive data of businesses and their customers. India has specific data protection laws and regulations that businesses outsourcing to India must comply with, such as the Personal Data Protection Bill, 2019. The bill mandates strict data protection requirements, including obtaining consent for data processing, maintaining data accuracy, and ensuring secure storage and transmission of personal data.

Businesses must also comply with international data protection laws such as the General Data Protection Regulation (GDPR) when outsourcing to India. This requires companies to ensure that their outsourcing partners comply with the GDPR, have robust data security measures in place, and implement strict data processing agreements to protect the privacy of their customers.

INTELLECTUAL PROPERTY LAWS

Intellectual property (IP) laws protect the rights of businesses to their creations and innovations, such as patents, trademarks, and copyrights. When outsourcing to India, businesses must ensure that their outsourcing partners comply with IP laws and protect their intellectual property.

India has robust IP laws, including the Patents Act, 1970, the Trademarks Act, 1999, and the Copyright Act, 1957. However, businesses outsourcing to India may face challenges in enforcing their IP rights due to the complex legal system and lengthy legal processes.

To mitigate the risk of IP infringement, businesses should ensure that their outsourcing partners have a clear understanding of their IP rights and implement measures such as non-disclosure agreements, IP ownership clauses, and IP protection policies.

LABOR LAWS

Labor laws regulate the relationship between employers and employees, and businesses outsourcing to India must comply with Indian labor laws. The Indian labor laws protect the rights of employees, such as minimum wage, working hours, and working conditions.

To ensure compliance with labor laws, businesses outsourcing to India must verify that their outsourcing partners are registered with the appropriate authorities and follow labor laws such as the Payment of Wages Act, 1936, the Employees' Provident Fund and Miscellaneous Provisions Act, 1952, and the Industrial Disputes Act, 1947.

In conclusion, outsourcing to India presents various regulatory and legal challenges that businesses must be aware of to mitigate risk and ensure compliance. Data security and privacy regulations, intellectual property laws, and labor laws are critical areas that businesses must pay close attention to when outsourcing to India.

By implementing robust outsourcing agreements, engaging competent outsourcing partners, and seeking legal advice, businesses can successfully navigate these challenges and reap the benefits of outsourcing.

Here are some strategies that businesses can use to mitigate regulatory and legal risks associated with outsourcing:

- **Conduct Thorough Due Diligence on Potential Outsourcing Partners:** Businesses need to carefully vet potential outsourcing partners to ensure they comply with relevant regulations and have a good reputation. This due diligence process should include assessing the outsourcing provider's financial stability, reputation, experience, and compliance history.
 - **Implement Robust Security and Privacy Policies:** Outsourcing involves sharing sensitive information, so businesses must ensure that their outsourcing partners have adequate security and privacy policies in place. This includes ensuring that data is encrypted, access to data is limited, and the outsourcing provider complies with relevant data protection laws.
 - **Seek Legal Advice and Support as Needed:** Businesses should seek legal advice before entering into an outsourcing agreement to ensure that the agreement is legally sound and complies with relevant regulations. Additionally, businesses should consult with legal counsel if a dispute arises with an outsourcing provider.
 - **Develop a Contractual Framework:** Outsourcing contracts should be comprehensive and cover issues such as service level agreements, intellectual property rights, liability, termination, and confidentiality. Additionally, businesses should ensure that the contract complies with applicable laws and regulations.
 - **Monitor Outsourcing Providers:** Businesses should monitor their outsourcing partners regularly to ensure that they continue to comply with relevant regulations, and any issues are addressed promptly. This includes regular audits, reviews of compliance reports, and monitoring of service level agreements.
-

MARKET SIZE

Driven by globalization, technological advances, and cost-saving benefits for businesses, the outsourcing industry has experienced significant growth over the years. Here is some general information on revenue, performance and market share

REVENUE

The global business is growing steadily. According to Statista, the global business process outsourcing (BPO) market size is estimated at approximately \$92.5 billion in 2020.

At the turn of the 21st century, India emerged as a global supplier of IT-related services, including BPO. Low costs, flexibility, enterprise capabilities access and policy support drive the Indian IT outsourcing market. In terms of revenue, the value of the Indian IT outsourcing industry was INR 5,649.47 billion in 2019 and is expected to reach INR 8,830.14 billion by 2025 with a CAGR of 7.25% for the period 2020-2025.

EMPLOYMENT

Outsourcing has been an essential part of international employment, especially in low-wage countries. According to Everest Group, the global BPO industry employed more than 1.4 million people in 2020. The IT outsourcing industry also employs many professionals around the world.

The country is also the world's largest and leading offshore IT and BPO destination. It's incredible and that's one of the reasons why outsourcing to India is so good. The country has the largest combined economy and workforce, with more than 250 million students enrolled, more than any other country.

By the end of 2020, there will be 42,343 colleges and universities nationwide; By June 2022, the university will have 1,047. India has also become the second-largest e-learning market after the USA.

These factors and outstanding results make India a leader in the global outsourcing market. Major players in the outsourcing industry include companies such as Accenture, IBM, Cognizant, Infosys and Tata Consultancy Services (TCS). Joint ventures by these companies may vary by specific outsourcing industry (eg BPO, IT outsourcing) and geographic location.

India's services remain the engine of growth for the Indian economy, contributing 53% of India's gross value added at current prices in FY21-22 (according to preliminary estimates). India Services GVA increased to Rs with a CAGR of 11.43%. 101.47 trillion (\$1,439.48 billion) in FY20 from Rs. US\$68.81 trillion (US\$1,005.3 billion) in fiscal 2016. Finance, real estate, and professional services grew with a CAGR of 11 from fiscal 2016 to fiscal 2020.

The Indian Manufacturing Purchasing Managers Index (PMI) for September 2022 is 55.1. The fastest growing (9.2%) service sector in the world, the industry accounts for 66% of India's GDP and accounts for around 28% of India's total employment. The outsourcing industry in India has experienced significant growth over the years and has become one of the leading markets for outsourcing services.

Several factors contributed to this growth:

Price Advantage: One of the main factors contributing to the growth of the export market in India is the price advantage. Indian service providers offer competitive prices compared to developed countries mainly due to lower labour costs. This advantage has prompted companies from various industries to outsource their operations outside of India.

Skilled Workforce: India has a large pool of professionals such as engineers, IT professionals, accountants and staff representatives.

Infrastructure and Technology: India has invested heavily in infrastructure and technology which has helped the outsourcing sector grow. The country provides a good place for outsourcing companies by developing international technology parks, business management centres and IT centres. This infrastructure and technology make it easy to communicate, ensure information security and provide efficiency.

Government Support: The Government of India has implemented policies and initiatives to encourage and support the outsourcing industry. These include tax incentives, good governance and the creation of special economic zones (SEZs) specifically for outsourcing.

GROWTH TRENDS

In the last few years, the outsourcing sector has grown with many factors such as cost savings, skill-finding expertise, performance and international trade. Business outsourcing includes Information Technology (IT) outsourcing, business process outsourcing (BPO), information process outsourcing (KPO), legal process outsourcing (LPO), engineering outsourcing, and other services.

According to a report by Grand View Research, the value of the global outsourcing market was US\$92.5 billion in 2019 and US\$405.6 billion in 2027 with a CAGR of 21.4% from 2020 to 2027. expected to reach \$. The growth of business outsourcing can be attributed to many factors, including globalization, cost savings, access to specialized skills and abilities, and the need to focus on businesses' core competencies.

IT outsourcing is the largest segment in the outsourcing industry and accounts for the majority of the market. The demand for IT outsourcing services has increased due to the rapid pace of technological change and the need for companies to compete by following the latest technological trends. The IT outsourcing industry is expected to increase as businesses seek to optimize and remain competitive through the use of new technologies.

Outsourcing has expanded from traditional fields such as IT and BPO to other fields such as engineering, healthcare and transportation. This expansion is driven by the progress of business processes and the need for specific information. For example, engineering outsourcing business includes outsourcing such as product design, prototyping and testing. The healthcare outsourcing industry includes tasks such as medical billing, medical coding, and clinical research.

Business Process Outsourcing (BPO) Services



Business outsourcing includes many services such as IT outsourcing, and outsourcing has experienced significant growth in the last few years, driven by factors such as cost savings, specialist skills acquisition, efficiency and international trade. Below are some key developments in the outsourcing industry:

IT OUTSOURCING

The IT outsourcing market is growing rapidly due to the increasing demand for software development, maintenance and support services. The use of cloud computing, artificial intelligence and big data analytics has increased the demand for IT outsourcing services.

The need for IT outsourcing is expected to continue to increase as companies try to keep up with new technology trends to stay competitive.

EXPANSION OF OUTSOURCED VEHICLES

Outsourced services are expanding from traditional fields such as IT and BPO to other fields such as engineering, law and medicine. This expansion is driven by the progress of business processes and the need for specific information.

OFFSHORING

Offshoring, which involves outsourcing services to suppliers in other countries, is becoming increasingly popular in countries such as India, the PHILIPPINES, and China due to its cost-effective and skilled workforce.



Offshoring enables businesses to cut costs while accessing specialized skills and expertise that may not be available locally. Offshoring demand is expected to increase as businesses seek to reduce costs and increase efficiency.

AUTOMATION

Robotic process automation (RPA) involves using software robots to automate tasks such as data entry, mailing, and customer service. RPA is growing in popularity as businesses try to automate processes and reduce costs. According to a report by Grand View Research, the RPA market is expected to grow at a compound annual growth rate (CAGR) of 33.6% from 2020 to 2027. for specialized services that can give them a competitive advantage.

This has led to the growth of outsourced niche services such as data analytics, cybersecurity, and digital marketing. Demand for niche outsourcing services is expected to increase as businesses seek to acquire specialized skills and expertise.

NEARSHORING

Nearshoring involves providing services to suppliers in nearby countries, often with similar opportunities and cultural backgrounds. Nearshoring has grown in popularity as businesses seek to reduce the risks and costs associated with offshoring. According to a report from Allied Market Research, it will grow by 5% from 2020 to 2027.

CHANGE IN STANDARD MODELS

The outsourcing industry is moving towards a profit-based model, where suppliers are paid for the results they deliver. the services they provide. This change is due to the need for businesses to focus on core resources while performing non-core activities. Models that meet the standards will be popular in the coming years.

KEY PLAYERS AND THEIR MARKET SHARE

The outsourcing industry in India has experienced significant growth over the past few decades, with the country becoming a leading destination for outsourcing services across a range of sectors, including information technology, business process outsourcing, engineering services, and more. In this analysis, we will examine the competitive landscape of the outsourcing industry in India, including key factors such as pricing, quality, and innovation.

PRICING

One of the primary drivers of the outsourcing industry in India has been the cost advantage it offers to clients. Compared to developed countries such as the United States and Western Europe, the cost of labour in India is significantly lower. This has allowed Indian outsourcing firms to offer their services at a much lower cost, which has been a key factor in attracting clients from developed countries. Over the past few years, many Indian outsourcing firms have begun to focus on value-based pricing, which takes into account the value that the services provided bring to the client.



QUALITY

As clients have become more sophisticated and demanding, Indian outsourcing firms have had to improve the quality of their services to remain competitive. This has led to a focus on process improvement, quality control, and the adoption of international quality standards such as ISO 9001. Indian outsourcing firms have also invested heavily in



developing their human capital, with a focus on hiring and training skilled professionals. This has allowed them to offer specialized services in various areas.

INNOVATION

Innovation has also become an increasingly important factor in the outsourcing industry in India. As clients have become more demanding, Indian outsourcing firms have had to focus on innovation to stay ahead of the competition. This has led to a focus on developing new products and services, leveraging emerging technologies such as artificial intelligence and blockchain, and adopting agile methodologies to improve the speed and efficiency of service delivery.

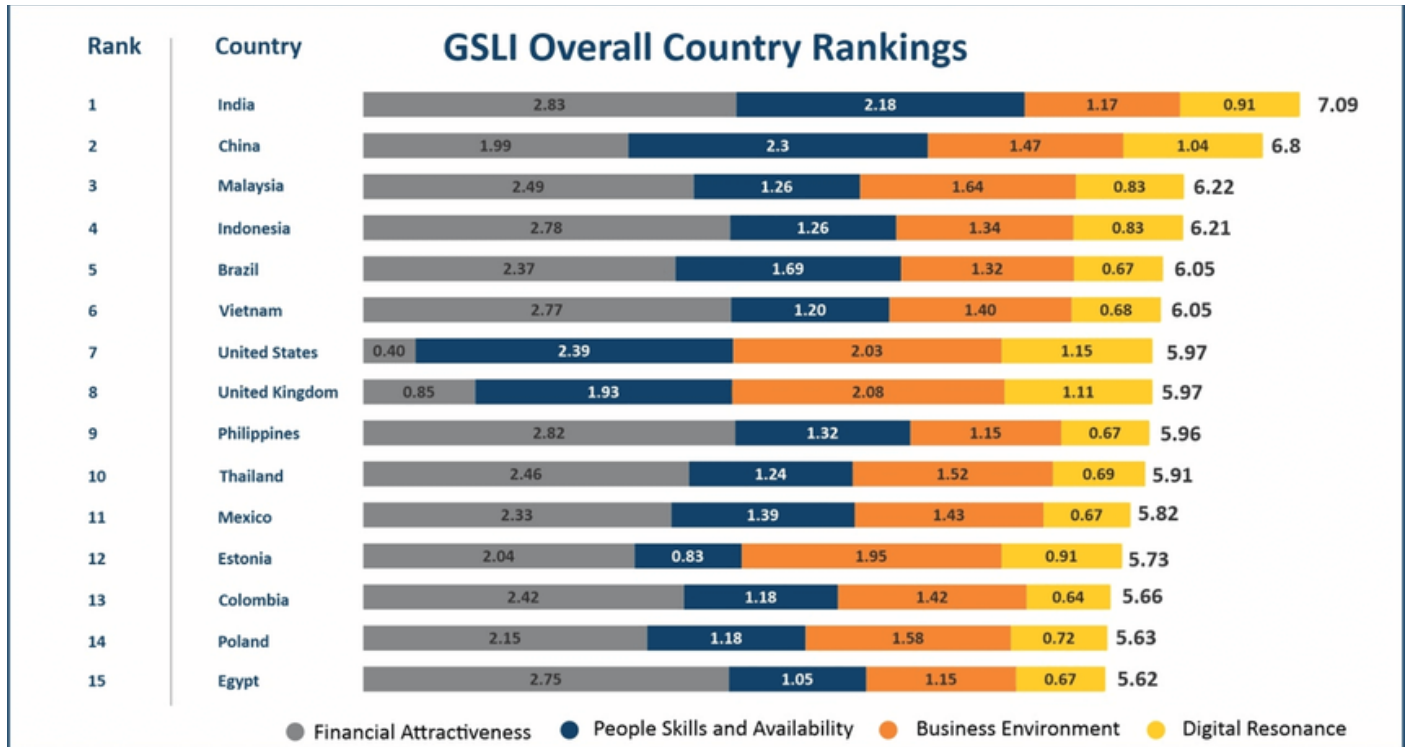
Many Indian outsourcing firms have also embraced open innovation, partnering with startups and universities to bring new ideas and technologies into their organizations.

Overall, the competitive landscape of the outsourcing industry in India is characterized by a focus on pricing, quality, and innovation. While low pricing has been a key factor in the growth of the industry, Indian outsourcing firms have increasingly focused on value-based pricing to differentiate themselves from their competitors.

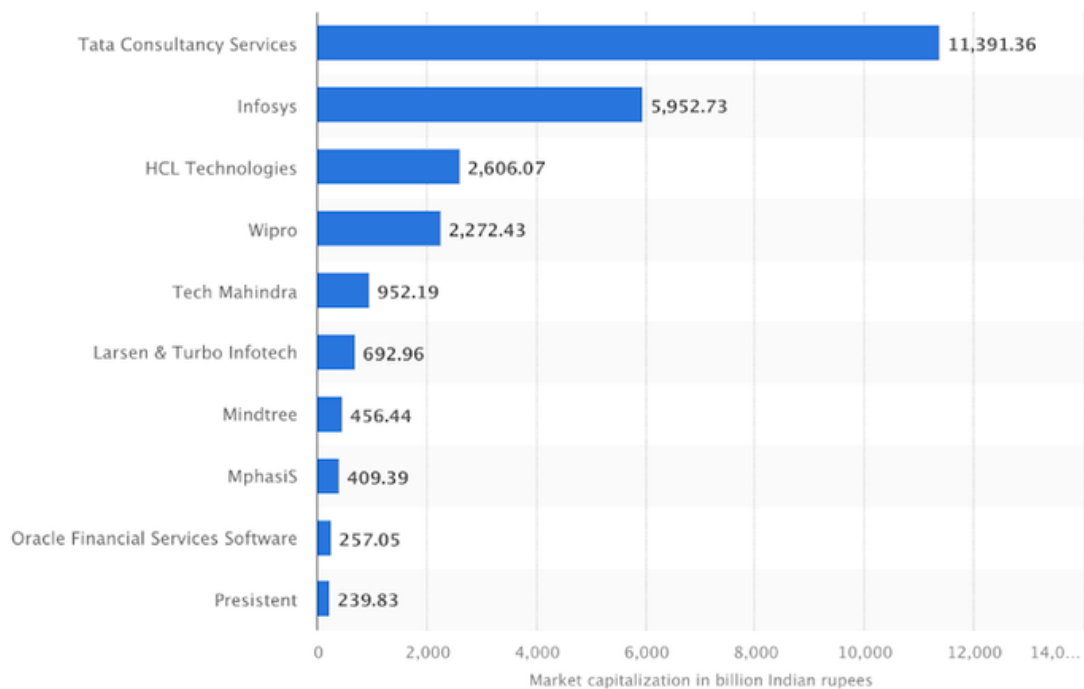
Quality has also become a key factor, with Indian outsourcing firms investing heavily in improving the quality of their services and building a reputation for reliability. Finally, innovation has become a critical factor in the industry, with Indian outsourcing firms focusing on developing new products and services and adopting emerging technologies to stay ahead of the competition.



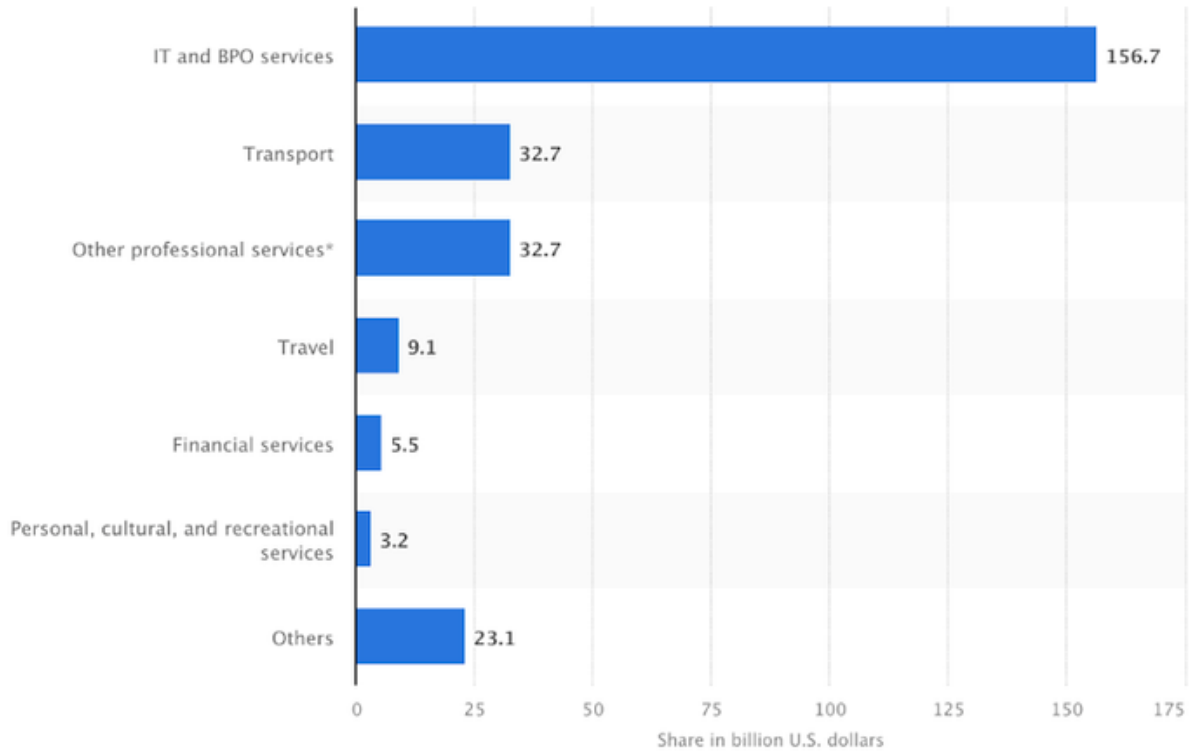
GLOBAL SERVICES LOCATION INDEX (GSLI) OVERALL COUNTRY RANKINGS



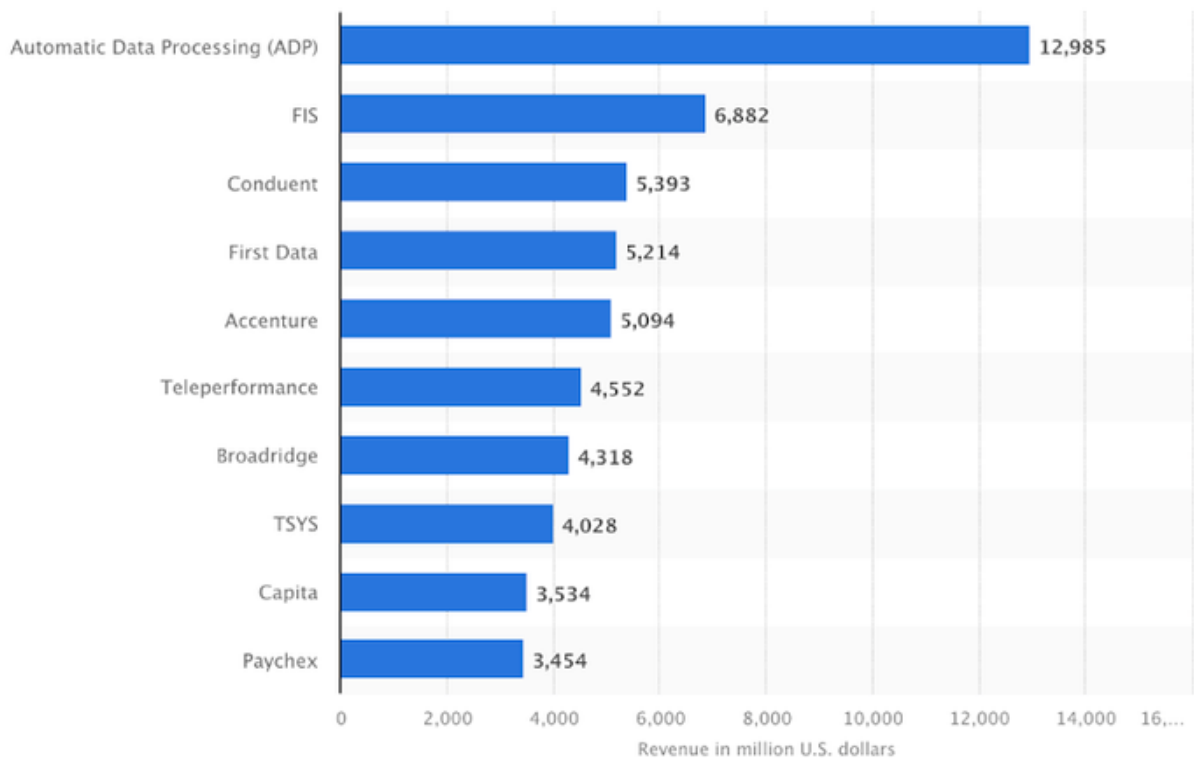
LEADING IT SERVICES AND CONSULTING COMPANIES IN INDIA



SHARE OF SERVICES EXPORT IN INDIA

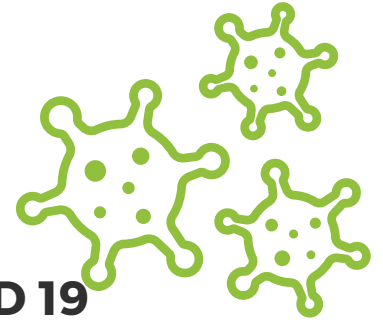


LEADING VENDORS IN THE GLOBAL BPO MARKET



IMPACT OF COVID 19

I INTRODUCTION



OUTSOURCING INDUSTRY BEFORE COVID 19

Before the COVID-19 pandemic, the outsourcing industry was experiencing significant growth and adoption across various sectors. Companies sought to leverage outsourcing as a strategic approach to optimize their operations, reduce costs, and enhance efficiency. The industry offered a range of services, including customer support, IT services, back-office operations, manufacturing, and more.

One of the primary drivers of outsourcing was cost reduction. Businesses recognized the potential for significant savings by outsourcing tasks or services to regions with lower labor costs. This cost advantage allowed companies to allocate resources more effectively and focus on core competencies while leaving non-core activities to specialized outsourcing providers.

Additionally, outsourcing provided access to a global talent pool, enabling companies to tap into specialized skills and expertise. This allowed organizations to overcome skill gaps and access a diverse range of capabilities that might not be available internally.

Outsourcing also offered flexibility and scalability, enabling businesses to scale their operations up or down based on fluctuating demands.

IMPACT OF COVID 19 ON OUTSOURCING INDUSTRY

The COVID-19 pandemic has unleashed unprecedented disruptions across industries worldwide, and the outsourcing industry has not been immune to its effects. As businesses grappled with the challenges posed by the global crisis, the outsourcing landscape underwent a significant transformation.

The pandemic forced organizations to swiftly adapt their strategies, operations, and workforce management practices. From the abrupt shift to remote work arrangements to disruptions in global supply chains and the accelerated demand for certain services, the outsourcing industry faced a unique set of opportunities and challenges.

As we delve deeper into the effects of the pandemic on outsourcing, we will explore the dynamics of remote work, the resilience of supply chains, the changing demands for services, the acceleration of digital transformation, and the evolving workforce challenges.

By understanding these impacts, we can gain insights into the industry's response to the crisis and its prospects for the future.

| NEGATIVE IMPACTS

The global pandemic has adversely affected the outsourcing industry, due to which businesses & service providers faced various obstacles like:

1. Disruptions in the Supply Chain

Impact of Lockdowns and Travel Restrictions:

The imposition of lockdowns and travel restrictions across countries severely impacted the supply chains of the outsourcing industry. These measures hindered the movement of goods and services, resulting in delays and disruptions in the delivery of outsourced products and services.

Factory Closures and Reduced Capacities:

The outsourcing industry faced reduced production capacities with the closure of manufacturing facilities to comply with health and safety guidelines. Factory closures in various regions disrupted the availability of essential raw materials, components, and finished products, causing significant bottlenecks in the supply chain.

Logistical Challenges and Increased Costs:

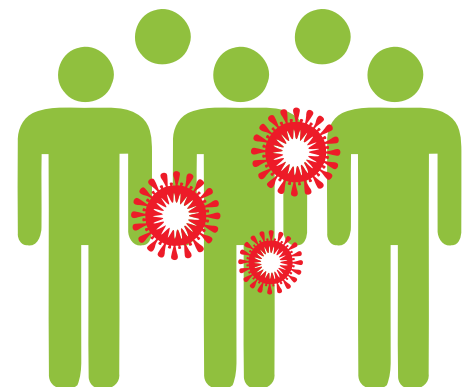
The pandemic-induced disruptions led to significant logistical challenges for the outsourcing industry. Limited transportation options, reduced air freight capacity, and strict border controls hampered the smooth flow of goods. As a result, companies had to explore alternative routes and logistics solutions, often leading to increased costs and longer lead times.

Demand Fluctuations and Shifting Consumer Behaviors:

The uncertainties surrounding the pandemic created fluctuations in consumer demand and shifting consumption patterns. This posed additional challenges for outsourced manufacturing and service providers, as they had to adjust production and supply chain operations to align with the changing market demands, resulting in further disruptions.

Reconsideration of Sourcing Strategies:

The disruptions caused by the pandemic prompted businesses to re-evaluate their sourcing strategies in the outsourcing industry. Over-reliance on specific regions or suppliers became evident, prompting companies to diversify their sourcing locations.

**Supply Chain Resilience and Agility:**

The pandemic underscored the importance of supply chain resilience and agility in the outsourcing industry. Companies realized the need to build redundancy, flexibility, and contingency plans into their supply chain operations to mitigate future disruptions. This included developing robust supplier networks, improving visibility and transparency across the supply chain, and embracing digital technologies for enhanced supply chain management.

2. Delayed Project Timelines

Shift to Remote Work and Infrastructure Challenges:

The sudden shift to remote work arrangements due to lockdowns and social distancing measures introduced challenges for the outsourcing industry. Setting up remote infrastructure, ensuring secure data access, and establishing effective communication channels required time and resources, leading to delays in project initiation and execution.

Uncertainties and Shifting Market Conditions:

The uncertainties surrounding the pandemic made it challenging to accurately forecast demand and market conditions. Constantly evolving situations, including waves of infections and changing regulations, required frequent reassessment of project timelines, contributing to delays in project planning and decision-making.

Budget Constraints and Cost-Cutting Measures:

The economic impact of the pandemic resulted in budget constraints for many businesses. As companies prioritized financial stability, cost-cutting measures were implemented, leading to delays or cancellations of outsourcing projects as resources were reallocated or reduced.



3. Reduced Demand for Outsourcing Services

Business Downturn and Cost-cutting Measures:

The widespread economic impact of the pandemic led to a reduction in demand for outsourcing services as businesses faced uncertainties and sought to cut costs. Industries heavily affected by lockdowns and restrictions, such as travel, hospitality, and retail, prioritized essential operations and scaled back non-essential outsourcing activities.

Shift in Business Models and Internal Investments:

Changing market conditions prompted some organizations to adapt their business models, leading to reduced outsourcing demands. Companies that shifted to e-commerce or online platforms invested in internal capabilities and technology, redirecting resources away from outsourcing services.

Uncertainty and Cautious Decision-making:

The uncertainty surrounding the pandemic and its long-term effects on the global economy made businesses cautious in entering into long-term outsourcing contracts. Many companies chose to delay or scale back outsourcing projects to assess the situation and maintain flexibility in resource management.

Shift to Remote Work and Internal Optimization:

The shift to remote work arrangements during the pandemic influenced the demand for certain outsourcing services. Companies focused on optimizing internal operations and utilizing existing resources, leading to a decreased need for outsourced support services like IT help desks or customer service centers.

Varied Impact Across Industries and Functions:

While overall demand for outsourcing services decreased, the impact varied across industries and functions. Sectors like healthcare, technology, e-commerce experienced increased demand for specialized outsourcing services to address emerging challenges.

4. Decreased Revenue and Profitability

Decline in Consumer Spending:

The pandemic caused a significant decline in consumer spending as lockdowns, travel restrictions, and social distancing measures reduced demand for non-essential goods and services. Industries such as travel, hospitality, and retail experienced a sharp decline in revenue and profitability as consumers focused on essential purchases.

Economic Uncertainties and Market Volatility:

The pandemic's economic uncertainties and market volatility influenced investment decisions and expansion plans. Many businesses postponed or cancelled new projects, acquisitions, and capital expenditures, prioritizing cost reduction and cash flow management overgrowth. This cautious approach resulted in decreased revenue and profitability.



Decline in Consumer Spending:

The pandemic caused a significant decline in consumer spending as lockdowns, travel restrictions, and social distancing measures reduced demand for non-essential goods and services. Industries such as travel, hospitality, and retail experienced a sharp decline in revenue and profitability as consumers focused on essential purchases.

| POSITIVE IMPACTS

While the negative effects are well-documented, it is important to recognize that the pandemic has also resulted in several positive impacts on the outsourcing industry. These positive effects have reshaped the outsourcing landscape and opened up new avenues for growth and innovation.

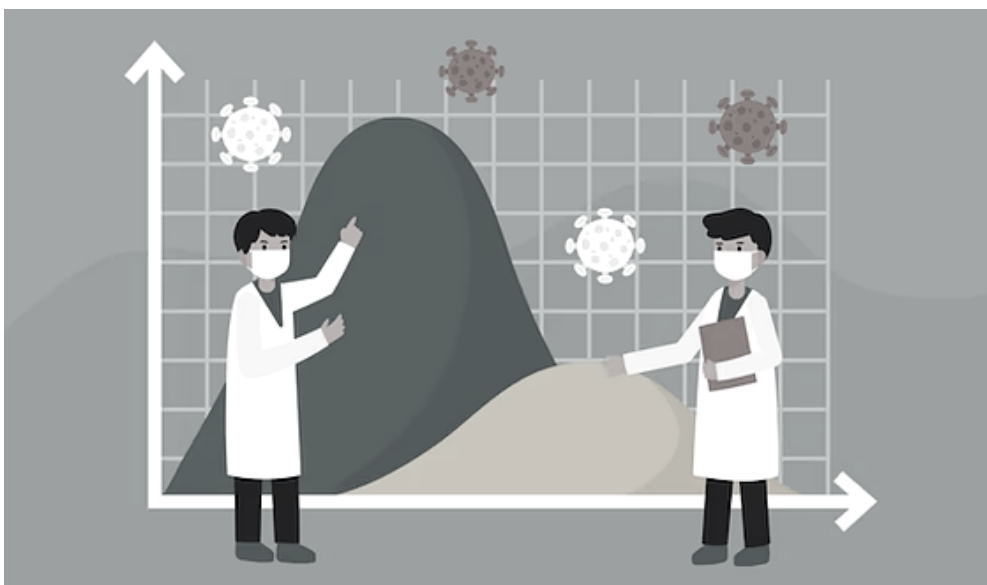
1. Increased Demand for Remote Work

Business Continuity:

Remote work provided a viable solution for companies to ensure uninterrupted operations during the pandemic. Outsourcing became crucial in maintaining business continuity by offering the necessary infrastructure and resources for remote work.

Global Talent Pool:

Remote work opened up opportunities to access a global talent pool. Companies were no longer limited to hiring employees from a specific geographic location. This allowed businesses to tap into specialized expertise and find the best-suited professionals for their needs, regardless of their physical location.



Cost-Effectiveness:

Remote work proved to be cost-effective for both outsourcing providers and clients. By eliminating the need for physical office spaces, companies could reduce overhead costs associated with rent, utilities, and maintenance. This cost-saving advantage could be passed on to clients, making outsourcing services more affordable.

Increased Productivity:

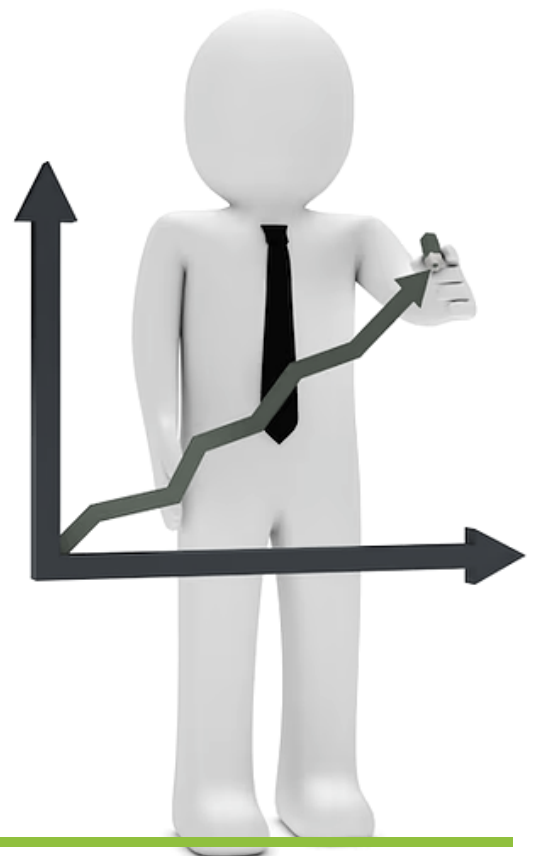
Remote work often led to increased productivity and improved work-life balance. With flexible working arrangements and reduced commuting time, employees experienced higher job satisfaction and motivation. This, in turn, benefited outsourcing companies and their clients through enhanced productivity and service delivery.

Round-the-Clock Operations:

Remote work facilitated collaboration across different time zones, enabling round-the-clock operations. Teams could work seamlessly, ensuring faster turnaround times and improved efficiency in service delivery. This flexibility became a valuable asset for outsourcing companies and their clients.

Accelerated Digital Transformation:

COVID-19 accelerated the digital transformation of businesses. Outsourcing providers played a vital role in helping companies adapt to remote work by offering expertise in cloud-based services, cybersecurity, data management, and other essential areas. This contributed to the growth and resilience of the outsourcing industry while empowering businesses to navigate the digital landscape.



2. Accelerated Adoption of Digital Transformation

Remote Work Infrastructure:

Outsourcing providers played a crucial role in helping businesses establish the necessary remote work infrastructure. They assisted in setting up virtual communication platforms, implementing secure remote access solutions, and ensuring data privacy and cybersecurity measures. This rapid adoption of digital tools enabled companies to maintain productivity and connectivity during the pandemic.

Cloud-Based Services:

The outsourcing industry facilitated the migration of businesses to cloud-based services. By leveraging the expertise of outsourcing providers, companies were able to transition their applications, data, and infrastructure to the cloud. This shift allowed for greater flexibility, scalability, and remote accessibility, enabling organizations to operate seamlessly in a distributed work environment.

Accelerated Digital Transformation:

COVID-19 accelerated the digital transformation of businesses. Outsourcing providers played a vital role in helping companies adapt to remote work by offering expertise in cloud-based services, cybersecurity, data management, and other essential areas.



Automation and AI Integration:

COVID-19 prompted businesses to explore automation and artificial intelligence (AI) solutions to streamline processes and enhance efficiency. Outsourcing providers supported companies in implementing automation technologies, such as robotic process automation (RPA) and machine learning algorithms. These advancements improved workflow, reduced manual efforts, and increased accuracy in various business functions.

3. Opportunity for Cost Savings

Reduction in Overhead Costs:

Outsourcing providers and their clients were able to significantly reduce overhead costs associated with physical office spaces. Expenses such as rent, utilities, office supplies, and maintenance were minimized. This allowed both parties to allocate resources more efficiently and redirect funds to other critical areas of the business.

Lower Infrastructure Costs:

Clients can leverage the existing infrastructure, avoiding the need to invest in their own expensive hardware, software, and networking solutions. By relying on outsourcing providers' infrastructure, businesses can save substantial costs related to IT infrastructure setup and maintenance.

Access to Economies of Scale:

The outsourcing industry operates on a large scale, serving multiple clients and handling diverse projects simultaneously. This enables outsourcing providers to spread their costs across multiple clients. By pooling resources, infrastructure, and talent, outsourcing companies can offer cost-effective services to their clients, especially for small and medium-sized businesses.

Cost Flexibility:

Outsourcing provides businesses with cost flexibility by offering various engagement models. Clients can choose between project-based, hourly rates, or long-term contracts based on their specific needs. This flexibility allows businesses to optimize costs based on their budgetary constraints and project requirements.

Talent Cost Optimization:

Outsourcing allows businesses to tap into talent pools across different regions and countries. Companies can access skilled professionals at lower wages, reducing labor costs without compromising quality.

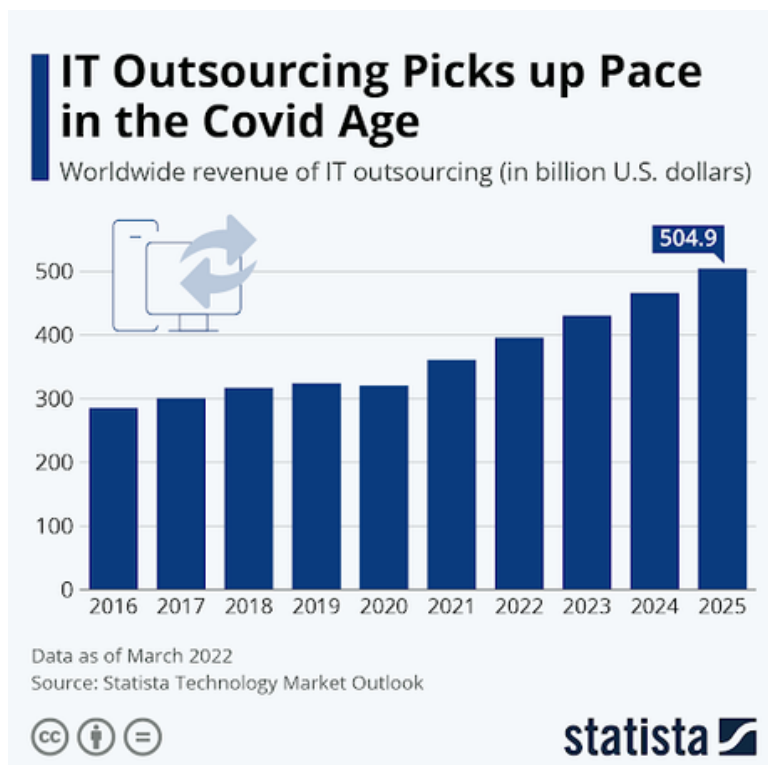
CHANGES IN COVID-19

As the worldwide talent shortage persisted due to the oncoming of Covid-19, companies scrambled to fill roles to serve their customers. One solution gaining popularity since the COVID-19 pandemic began was outsourcing.

According to Deloitte, 70% of businesses turned to an outsourcing partner for cost reduction in 2020. Information technology (IT) has been the biggest field that companies have looked for outside help with. In 2020, large corporation IT departments increased their outsourcing budget to 13.6%, according to Computer Economics' IT Outsourcing Statistics 2020/2021.

As of this year, the outsourced IT market is worth around \$1.2 trillion worldwide.

It's not just Fortune 500 firms turning to outsourcing - mid-market companies and small businesses are following suit.



1. Shift Towards Cloud-Based Solutions

With the increasing demand for **SaaS** (software-as-a-service) and **cloud solutions** in the modern workplace, the marketplace reached a value of around **\$1.392 trillion by 2021**. This shift has been driven by the need for increased agility, scalability, cost-efficiency, and remote collaboration.

Remote Work and Collaboration: According to a survey conducted by Gartner, 88% of organizations worldwide mandated or encouraged their employees to work from home during the COVID-19 pandemic. This shift towards remote work has increased the demand for cloud-based collaboration tools and technologies. In fact, according to a report by MarketsandMarkets, the global cloud collaboration market is projected to reach \$59.86 billion by 2025, growing at a compound annual growth rate (CAGR) of 10.3% during the forecast period.

Scalability and Flexibility: The pandemic has highlighted the importance of scalability and flexibility in the outsourcing industry. According to a survey by Deloitte, 74% of organizations are either considering or have already shifted their technology operations to the cloud due to its scalability and agility. Cloud-based solutions allow outsourcing companies to quickly scale their operations up or down based on changing market demands. In fact, a report by Flexera found that 94% of organizations surveyed reported using cloud services, with 20% of their workloads being run in the public cloud.

Cost-efficiency: Cost-efficiency has become a critical factor for businesses during the pandemic. Cloud-based solutions offer several cost advantages compared to traditional outsourcing models. According to a study by LogicMonitor, 83% of enterprise workloads will be in the cloud by 2020, demonstrating the increasing adoption of cloud computing. The same study also found that organizations could achieve an average of 30% cost savings by moving their workloads to the cloud.

Enhanced Security and Data Protection: Ensuring the security and protection of sensitive data has become a top priority for outsourcing companies. According to a survey by IDC, 58% of organizations view data security as the top challenge in cloud adoption. However, cloud service providers invest significant resources in implementing robust security measures. A study by McAfee found that 52% of organizations trust the public cloud more than their own data centers in terms of security. Additionally, the same study revealed that organizations experienced an average of 52.8% reduction in security incidents after moving to the cloud.


Business Continuity and Disaster Recovery: Business continuity and disaster recovery planning have gained increased importance during the pandemic. Cloud-based solutions offer built-in redundancy and disaster recovery capabilities. According to a report by IBM, the average cost of a data breach in 2020 was \$3.86 million. By leveraging cloud-based solutions, outsourcing companies can ensure the availability and resilience of their systems and data. In fact, a study by Aberdeen Group found that businesses that adopt cloud-based disaster recovery reduce their average downtime from 8 hours to less than 15 minutes.



2. Increased Focus on Cybersecurity

The coronavirus pandemic has created new challenges for businesses as they adapt to an operating model in which working from home has become the ‘new normal’. Companies are accelerating their digital transformation, and cybersecurity is now a major concern. The reputational, operational, legal and compliance implications could be considerable if cybersecurity risks are neglected.

In June 2020 Swissinfo.ch reported figures from the NCSC (National Cyber Security Center) showing that there were 350 reported cases of cyberattacks (phishing, fraudulent web sites, direct attacks on companies etc.) in Switzerland in April, compared to the norm of 100-150. The coronavirus pandemic and increase in working from home were seen as a major cause of this increase, since individuals working at home do not enjoy the same level of inherent protection/deterrent measures from a working environment (e.g. internet security).

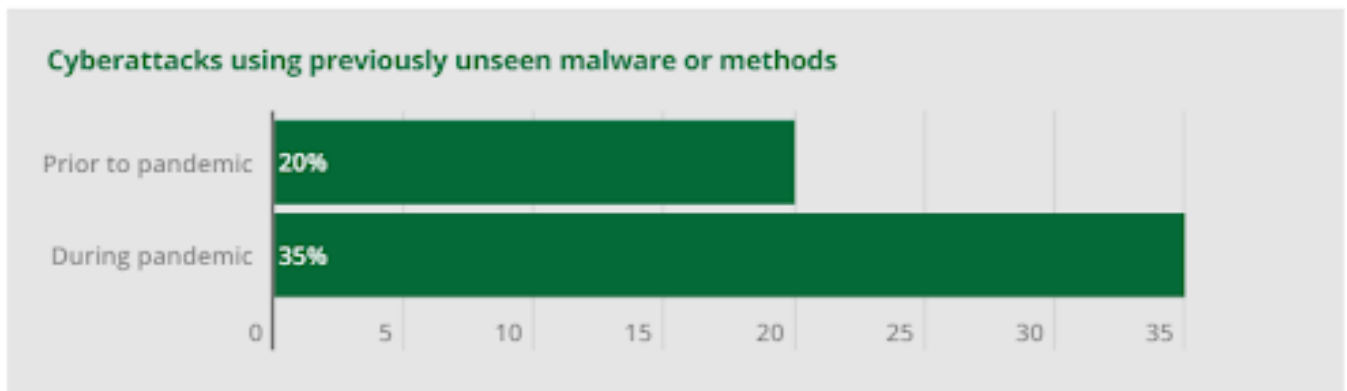



> 500,000

Between February and May 2020 more than half a million people globally were affected by breaches in which the personal data of video conferencing users was stolen and sold on the dark web.

Rise in Cybersecurity Threats: According to a report by McAfee, there was a significant increase in cyber threats during the COVID-19 pandemic. In the first quarter of 2020 alone, there was a 605% increase in COVID-19-related cyber threats, including phishing attacks, malware, and ransomware. This surge in cyber threats highlights the need for enhanced cybersecurity measures in the outsourcing industry.

Increased Remote Workforce: The pandemic has forced organizations to adopt remote work arrangements on a large scale. According to a survey conducted by Gartner, 88% of organizations worldwide mandated or encouraged their employees to work from home during the pandemic. This rapid shift to remote work has significantly expanded the attack surface for cyber threats, as home networks and personal devices may not have the same level of security as corporate networks.



Heightened Data Security Concerns: Data security has become a top concern for outsourcing companies during the pandemic. According to the 2020 Cost of a Data Breach Report by IBM, the average total cost of a data breach reached \$3.86 million, and the average time to identify and contain a breach was 280 days. These statistics highlight the financial and reputational risks associated with data breaches, emphasizing the need for robust cybersecurity measures in the outsourcing industry.

Regulatory Compliance and Privacy Regulations: Outsourcing companies operate within a regulatory framework that mandates data protection and privacy. The General Data Protection Regulation (GDPR) and the California Consumer Privacy Act (CCPA) are two prominent regulations that impose strict requirements on organizations' handling of personal data. Non-compliance with these regulations can result in significant penalties. According to a report by DLA Piper, GDPR fines totaled €158.5 million (\$175 million) in the first year of its implementation. This regulatory landscape reinforces the need for outsourcing companies to prioritize cybersecurity and ensure compliance.

Business Continuity and Resilience: The pandemic has underscored the importance of business continuity and resilience. According to a survey by PwC, 69% of organizations in the US have experienced a ransomware attack during the pandemic, highlighting the potential disruption to business operations. Furthermore, the World Economic Forum's 2020 Global Risks Report identified cyberattacks as one of the top five global risks in terms of likelihood and impact. By focusing on cybersecurity, outsourcing companies can enhance their resilience and ensure uninterrupted service delivery to clients.

Investment in Cybersecurity Technologies and Expertise: Outsourcing companies are recognizing the need to invest in cybersecurity technologies and expertise to protect their systems and data. According to a survey by Deloitte, 90% of organizations increased their cybersecurity budgets in response to the COVID-19 pandemic. Additionally, the Global Information Security Survey by EY found that 59% of organizations plan to increase their cybersecurity budgets in the coming year. These statistics highlight the commitment of outsourcing companies to bolster their cybersecurity defenses.

3. Emphasis on collaboration and communication.

Change to Remote Work: Due to the pandemic, outsourcing firms and their clients were forced to change to remote work. Reevaluating collaboration and communication tactics was necessary during this transfer to enable smooth operations despite the physical distance.

Adoption of Digital Collaboration Technologies: The outsourcing sector swiftly embraced a variety of digital collaboration technologies to fill the vacuum created by distant work. Project management programmes like Asana and Trello, video conferencing systems like Zoom, Microsoft Teams, and Google Meet, and instant messaging services like Slack and Microsoft Teams are some of these technologies.

Virtual meetings and video conferencing have become more commonplace as real meetings have grown more difficult or impossible. Outsourcing companies and their clients turned to these tools to conduct team meetings, project discussions, and client presentations. This allowed for real-time communication and collaboration, replicating the benefits of face-to-face interactions.

Enhanced Communication Channels: The outsourcing business needs to communicate effectively and clearly. To promote efficient information sharing, organisations set up strong communication channels.



Collaboration Across Time Zones: Remote work allowed outsourced businesses to communicate with customers and team members in other time zones. To accommodate various working hours, this meant developing effective scheduling procedures, putting shared calendars in place, and using asynchronous communication techniques.

Focus on Documentation and Knowledge Sharing: Outsourcing businesses increased their emphasis on documentation and knowledge sharing to make up for the lack of in-person encounters. To keep crucial information, project updates, and best practices, this entailed developing centralised repositories, intranets, and knowledge bases. This enabled teams to access information easily and facilitated seamless collaboration even when working remotely.

Team dynamics and communication standards need to be adjusted as a result of the move to remote work. Companies that outsource gave teams the training and tools they needed to successfully transition to virtual collaboration.

Client Communication and Engagement: During the epidemic, it was crucial to keep up good client communication and engagement. To develop trust, address issues, and sustain solid relationships, outsourcing businesses proactively set up frequent touchpoints, offered project updates, and ensured consistent client communication.



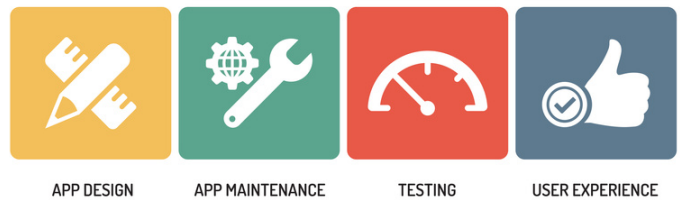
KEY OUTSOURCING SERVICES OFFERED IN INDIA

IT SERVICES

India is a major player in the global IT services market and has been a popular destination for outsourcing IT services for many years. India's IT services industry is known for its expertise in software development, maintenance, and support, system integration, network management, and cybersecurity. Some of the key IT services offered by Indian companies include:

Application Development and Maintenance

Indian IT companies provide a wide range of application development and maintenance services, including custom application development, legacy system migration, and application modernization.



System Integration

Indian companies offer system integration services to help businesses integrate different technologies, platforms, and systems.

Cloud Computing

Indian companies provide cloud computing services such as cloud strategy, implementation, migration, and management.



Cybersecurity

With the growing number of cyber threats, Indian IT companies offer a wide range of cybersecurity services such as security consulting, risk management, and threat analysis.



IT Infrastructure Management

Indian companies offer IT infrastructure management services to help businesses manage their IT infrastructure, including servers, storage, networks, and applications.

Enterprise Resource Planning (ERP)

Indian companies offer ERP services to help businesses manage their operations, including financials, supply chain, manufacturing, and human resources.

Business Process Outsourcing (BPO)

Indian companies provide BPO services such as customer service, technical support, and back-office operations. Overall, India's IT services industry is known for its cost-effectiveness, technical expertise, and quality of services. This has helped Indian IT companies build a strong reputation in the global market & attract clients from around the world.

CHARACTERISTICS

Cost-Effectiveness

One of the key characteristics of IT services in India is the cost-effectiveness of the services. Due to lower labor costs, companies can provide high-quality services at a lower cost than other countries.

Flexibility

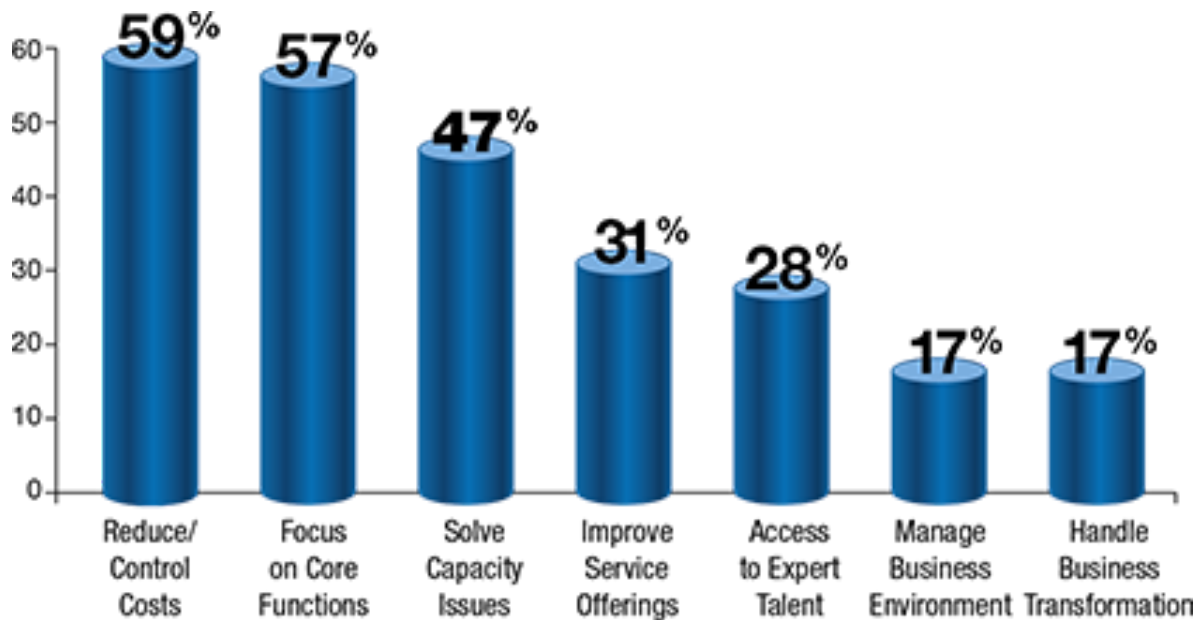
Indian IT companies are known for their flexibility and adaptability. They can easily customize their services to meet the specific needs of their clients and can quickly respond to changing market conditions.

Skilled Workforce

India has a large pool of skilled IT professionals who are proficient in various technologies such as Java, .NET, and PHP. These professionals are well-versed in the latest technologies and are able to provide high-quality services to clients.

Quality of Service

Indian IT companies are known for providing high-quality services to their clients. They follow rigorous quality control processes and have robust testing procedures to ensure that the end product is of the highest quality.



Innovation

Indian IT companies are known for their innovative approach to problem-solving. They are quick to adopt new technologies and are constantly looking for ways to improve their services.

COMPANIES

Tata Consultancy Services (TCS)

TCS is the largest IT services company in India with a market share of around 13.5% as of 2021. It offers services such as application development, business process outsourcing, infrastructure services, and engineering services.



Infosys

Infosys is the second-largest IT services company in India with a market share of around 7.3%. It offers services such as software development, maintenance, and support, consulting, and infrastructure management.



Wipro

Wipro has a market share of around 4.9%. It offers services such as application development, consulting, infrastructure management, and business process outsourcing.



HCL Technologies

HCL Technologies is one of the fastest-growing IT services companies in India with a market share of around 3.6%. It offers services such as application development, infrastructure management, and engineering services.



Tech Mahindra

Tech Mahindra has a market share of around 3%. It offers services such as application development, infrastructure management, and business process outsourcing.



BUSINESS PROCESS OUTSOURCING (BPO)

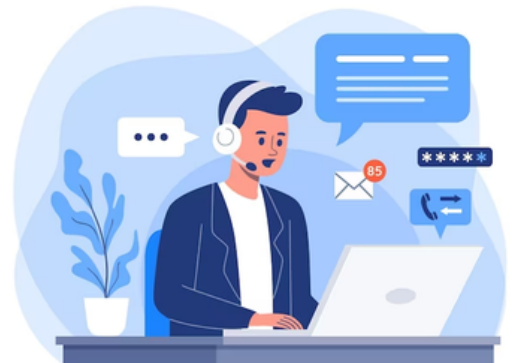
Business Process Outsourcing (BPO) is the practice of contracting specific business functions to a third-party service provider. India is one of the leading destinations for BPO services due to its pool of English-speaking professionals and cost-effectiveness. The BPO industry in India began in the 1990s with large multinational companies outsourcing non-core business functions such as customer support and back-office operations.

The industry has since diversified, and BPO services now cover a wide range of functions, including finance and accounting, human resources, and research and analytics. The sector has been a significant contributor to the Indian economy, providing employment opportunities and boosting exports.

Popular BPO Services

Customer Support

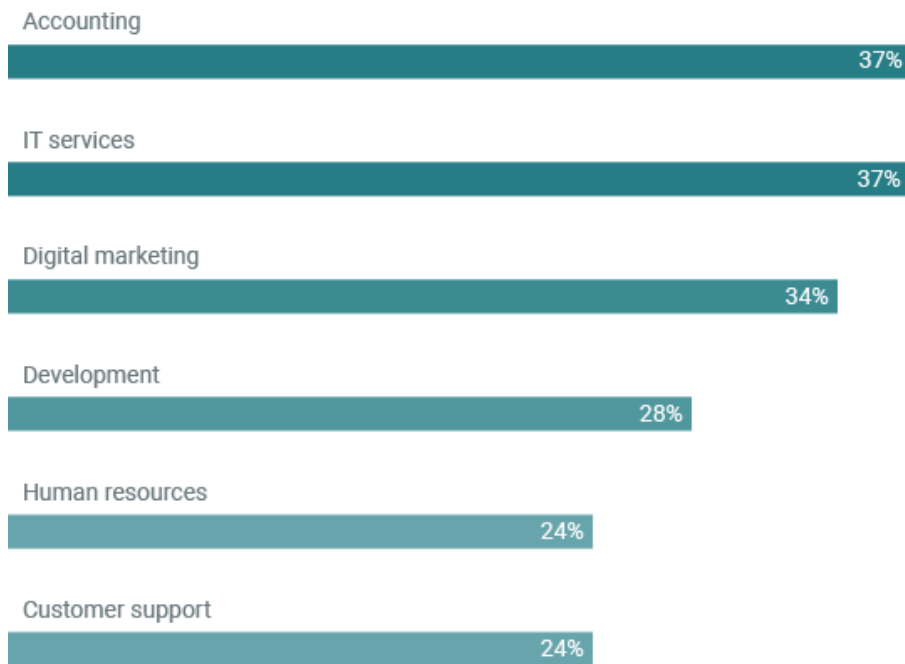
India provides 24/7 customer support services to clients across the globe. The services include answering customer queries, resolving issues, and providing technical support.



Technical Help Desk

India has a large pool of technical talent. Therefore, technical help desk services are popular among companies. These services include troubleshooting technical issues, providing solutions, and resolving technical queries.

MOST COMMONLY OUTSOURCED BUSINESS PROCESSES IN INDIA



Finance & Accounting

Finance & Accounting services are being outsourced in India, contracting external service providers based in India to handle their financial and accounting functions & look over the matters of bookkeeping, financial reporting, tax compliance, accounts payable and receivable, and financial analysis to specialized service providers.

Telemarketing

In India, telemarketing has been prevalent for several years and has experienced significant growth due to the country's large population and growing middle class. Many companies, including both domestic and international firms, have set up telemarketing operations in India to tap into its vast market potential.

Supply Chain Management

Outsourcing of Supply Chain Management in India is done by handling various aspects of their supply chain processes. Procurement, inventory management, logistics, warehousing, and distribution to specialized service providers are some of the services being offered in this domain.

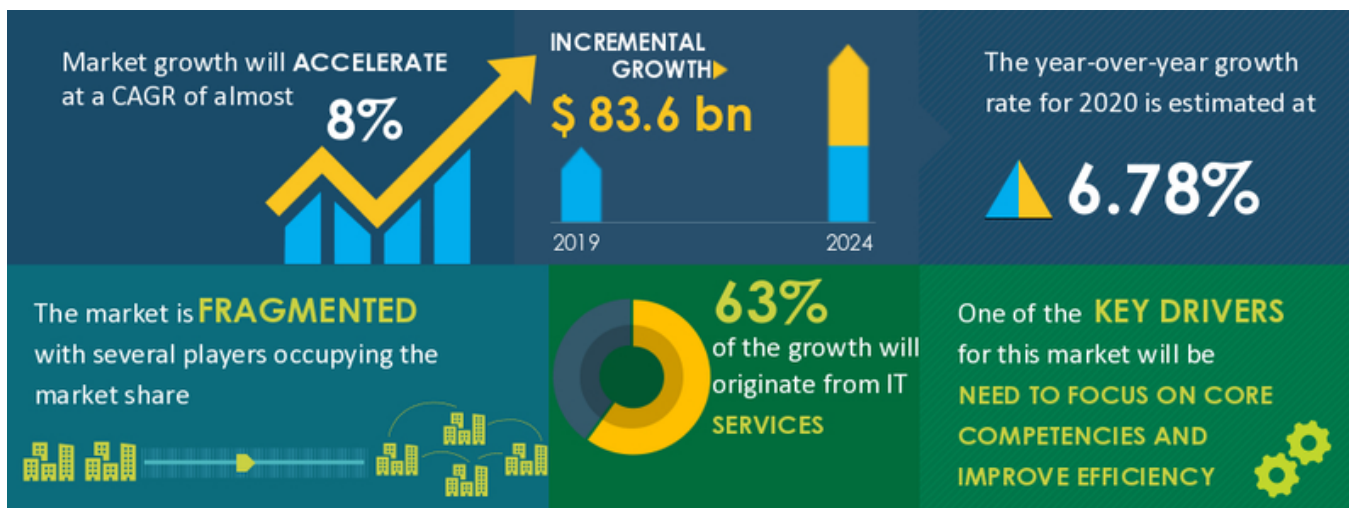


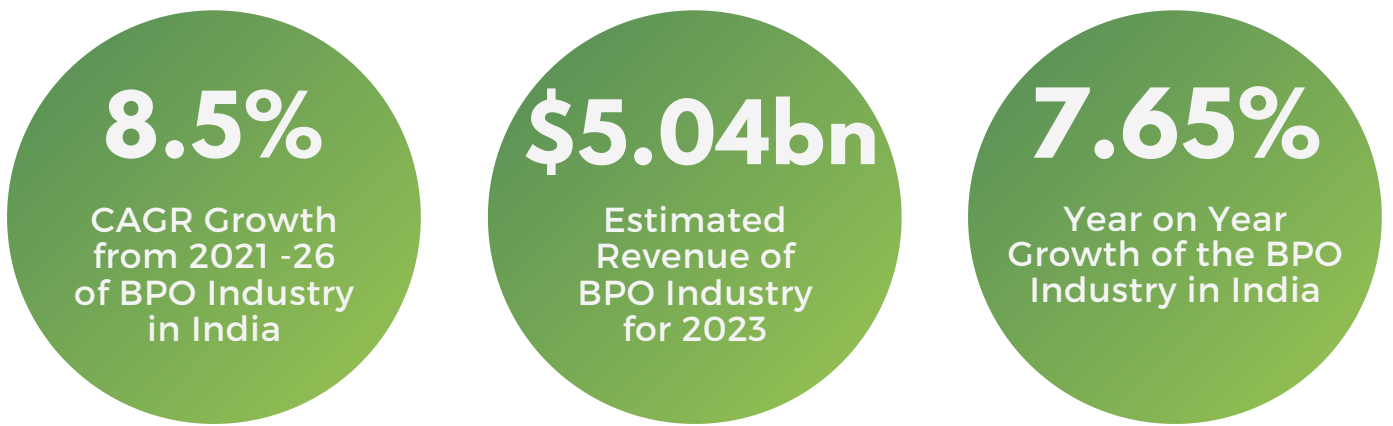
Human Resources

Human Resources Outsourcing in India takes place as hiring external service providers to manage certain aspects of their human resource functions. It involves delegating tasks and responsibilities related to HR administration, payroll, recruitment, training, employee benefits, and other HR activities to specialized service providers.

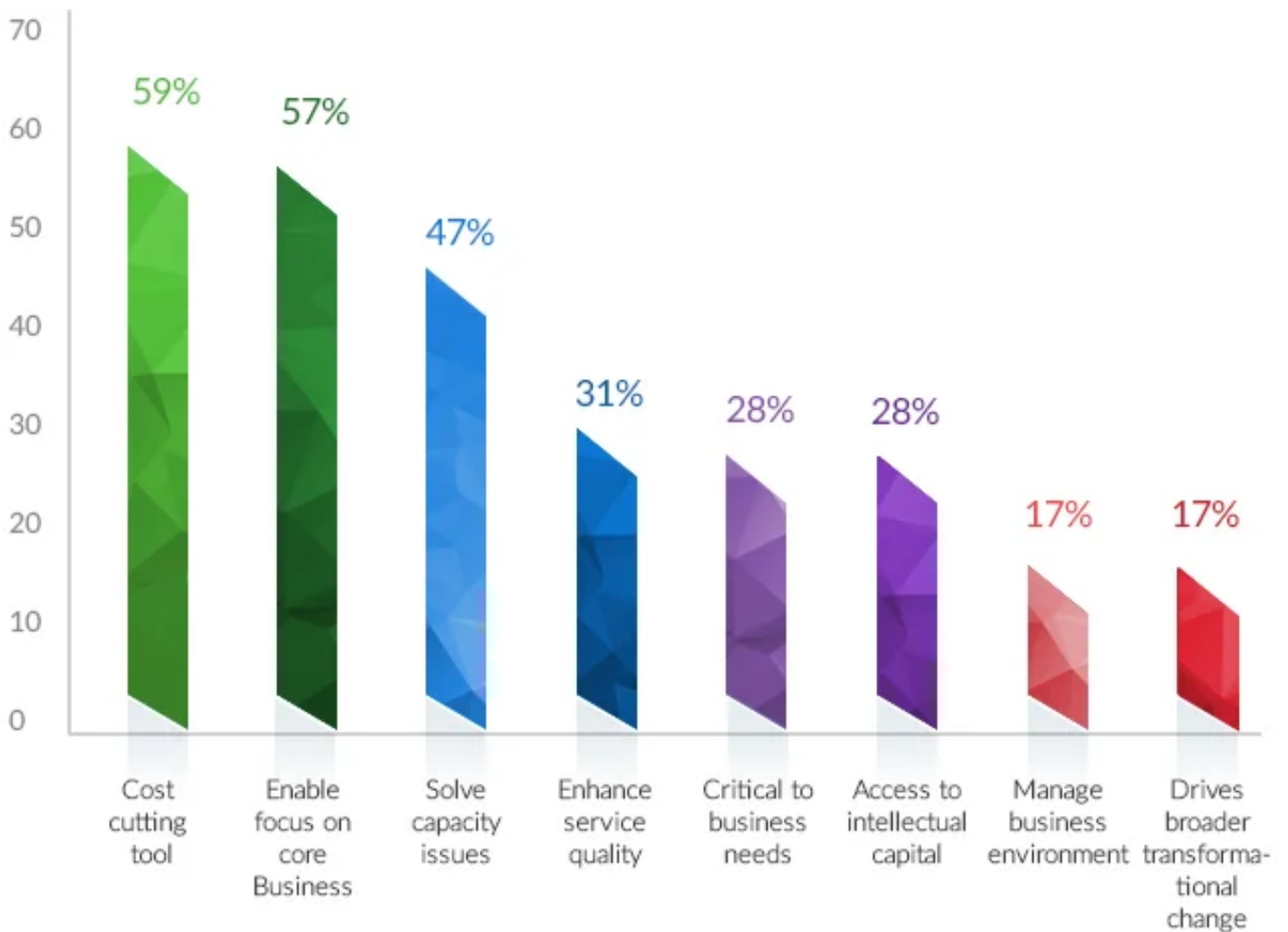
Research & Analytics

India has emerged as one of the preferred destinations for outsourcing research and analytics services due to several factors, including a large pool of skilled professionals, cost advantages, and a favorable business environment. Services offered include Business Intelligence, financial research, social media analytics, data mining & market forecasting.





Reasons for Choosing India as a Preferred BPO Outsourcing Destination



COMPANIES PROVIDING BPO SERVICES IN INDIA

Tata Consultancy Services (TCS)

TCS is another major player in the Indian BPO market with an estimated market share of around 14%. The company offers a range of BPO services including customer service and support, finance & accounting, human resources, and procurement.



Genpact

With an estimated market share of around 16%, Genpact is one of the largest BPO service providers in India. It offers a wide range of services including finance and accounting, supply chain and procurement, customer service and support, and analytics and research.



Wipro

Wipro is a leading BPO service provider in India with an estimated market share of around 9%. The company offers a range of BPO services including customer service and support, finance and accounting, and human resources.



Infosys

Infosys is a major player in the Indian BPO market with an estimated market share of around 7%. The company offers a range of BPO services including customer service and support, finance and accounting, and human resources.



Other notable companies in the Indian BPO market include Accenture, IBM, Convergys, and EXL Service.

KNOWLEDGE PROCESS OUTSOURCING (BPO)

Knowledge Process Outsourcing (KPO) is the process of outsourcing data-driven knowledge-intensive activities such as obtaining, managing, evaluating, and delivering objective insights into enterprises.

KPO services are usually focused on areas such as market research, data analysis, financial research and analysis, intellectual property research, legal services, and scientific research. These tasks often require expertise, domain knowledge, and critical thinking skills. Companies outsource these functions to KPO service providers to leverage their specialized knowledge and experience, while reducing costs and improving efficiency.

Popular KPO Services

Data Analytics & Insights

Using cutting-edge data analytics to solve business problems across industries and domains and provide organisations with actionable insights.



Market Research

Providing research services and strategy consulting in order to provide precise and concise answers to the most pressing business concerns.

Global Reporting and Performance Management

Improving operational excellence and productivity through effective reporting and performance assessment across industries.

Data Management

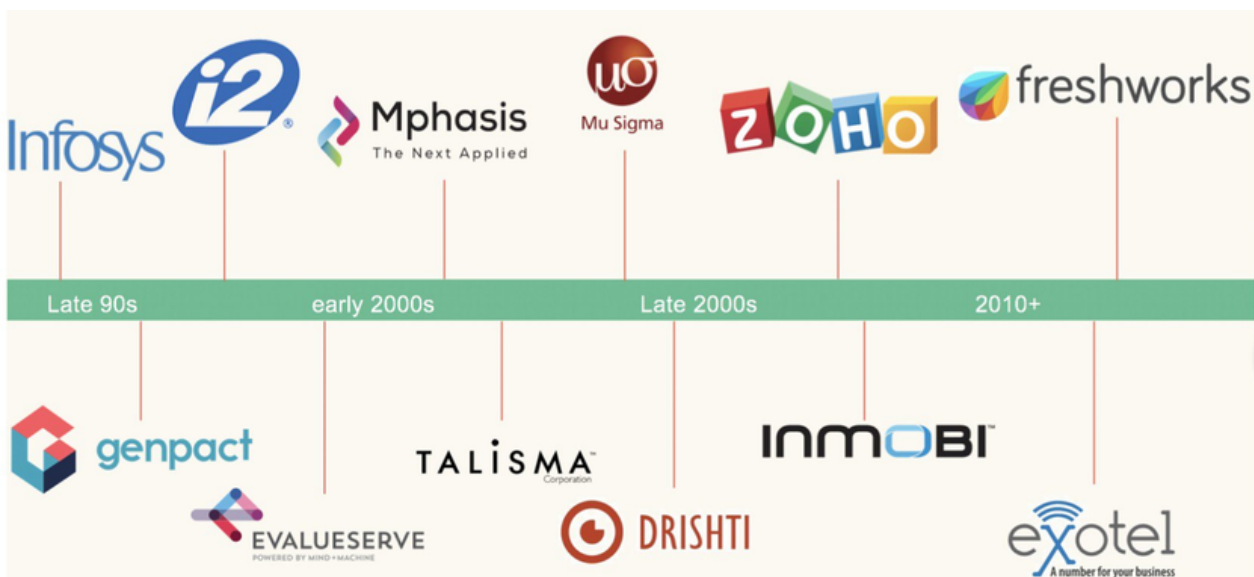
Efficient solutions for data integration, storage, retrieval, and sharing required by multiple stakeholders for comprehensive corporate reporting and analytics.

Companies use KPO when they need specialised knowledge and expertise that cannot be found within their own organisation. Companies that outsource KPO often do so to cut expenses by recruiting qualified individuals earning lower rates in another place rather than hiring one directly as an employee. Ideally, businesses turn to KPO to receive a highly skilled labour at a lesser cost.

How It Works

A manufacturer, for example, may employ raw materials, add value to those materials through numerous processes, and then market the result as a finished product. The company may seek advice from KPO on how to increase the efficiency of its manufacturing process in order to give maximum value for the lowest possible overall cost.

COMPANIES PROVIDING KPO SERVICES IN INDIA



Genpact

Genpact is a major player in the KPO business. It is a multinational professional services corporation that combines real-world expertise with collaborative innovation to improve corporate operations. The company's history is distinctive. Pramod Bhasin launched the company in 1997.



It began with 20 employees and is currently considered among the top KPO companies in India. Various pharma companies, public relations firms, technology firms, and consumer packaged goods companies use their KPO's services.

IBM

IBM is the only firm that provides customers with end-to-end solutions ranging from hardware to software, followed by services and consulting. Furthermore, the company has e-business



capabilities, products, services, and partner networks to assist large and small enterprises in planning, building, and implementing e-business infrastructure. Between 2003 and 2007, IBM's headcount in India increased nearly 800 percent, from 9000 in 2003 to nearly 74000 in 2007.

WNS Limited

WNS Limited is a multinational business process management firm headquartered in Mumbai, India. The company has 60 delivery centres throughout the world. It offers its customers a variety of business process management solutions to assist



them build a loyal consumer base. The company provides a full range of BPM services globally, including customer engagement services, finances, accounting, human resources, research, and analytics. The company provides a wide range of technology solutions to its customers, including Travel TRAC, Security TRAC, WNS TRAC, Blockchain, and others.

Evalueserve

Evalueserve offers customised research and analytics services in the areas of intellectual property, market research, business research, investment research, data analytics, and modelling.



They serve Fortune 500 organisations, professional services firms, and innovative mid-size enterprises in financial services, life sciences and healthcare, and different manufacturing and services industries. They were founded by former McKinsey and IBM executives. Evalueserve is organised into three vertical business divisions in order to provide the best value to their clients: Financial Services, Corporate and Professional Services, Healthcare and Life Sciences.

ENGINEERING OUTSOURCING SERVICES

Outsourcing engineering entails delegating specific engineering responsibilities and tasks to a team or team members located outside of your organisation. Finding qualified people within the country can be difficult and costly for a business due to the intricacy and specialised nature of these roles.

Outsourcing offers many firms a realistic way to gain access to a low-cost and talented overseas market. Many technical professions are repetitive and task-intensive, so organisations can focus their efforts on crucial revenue sources onshore while transactional activities are handled overseas by outsourcing these roles.

By hiring an offshore team or team member, one can allocate engineering functions such as CAD and drafting, reverse engineering and product lifecycle management.

COMPANIES PROVIDING ENGINEERING OUTSOURCING SERVICES IN INDIA

Tata Technologies

It is a global engineering services firm that provides design and development solutions, product lifecycle management, and manufacturing services to clients in a variety of industries.



HCL Technologies

It is a multinational technology services firm that provides engineering research and development services, such as product design, prototyping, testing, and validation.

The logo for HCLTech, consisting of the text 'HCLTech' in white on a blue rectangular background.

Cyient

It is a global engineering and technology solutions company that offers design, engineering, and manufacturing services to clients in a variety of industries.

The logo for Cyient, featuring the word 'CYIENT' in a bold, grey, sans-serif font.

QuEST Global

It is a global engineering solution supplier that provides end-to-end engineering services such as design and development, testing and validation, and manufacturing support.

The logo for Quest Global, featuring the word 'Quest' in yellow with a yellow circle around the 'Q', and 'global' in white below it, all on a purple background.

LTI (Larsen & Toubro Infotech)

LTI is a global technology consulting and digital solutions firm that provides engineering services such as product engineering, testing and validation, and manufacturing.

The logo for L&T Infotech, featuring a stylized orange 'L' and 'T' inside a circle, with the text 'L&T Infotech' in bold black below it.

LEGAL PROCESS OUTSOURCING (LPO)

Legal Process Outsourcing (LPO) has become an increasingly popular business model over the last few years. The primary reason for this growth is due to the cost savings and increased efficiency that outsourcing can offer. In this report, we will delve into the data related to the LPO industry, including market size, growth projections, and key players.

Legal Process Outsourcing Market Overview

The current valuation of the legal process outsourcing industry is USD 9.3 billion in 2021. However, the industry is expected to experience substantial growth, with a projected market value of USD 78.23 billion by 2030. This translates to a compound annual growth rate (CAGR) of 30.50% during the forecast period from 2022 to 2030. Factors such as increased globalization, improved technology utilization, and favorable economic conditions are driving the market growth.



Legal Process Outsourcing Market Trend

The increasing prevalence of spine degeneration is expected to drive market growth. One cost-saving approach that businesses can take is outsourcing legal processes. Instead of using their own specialized resources, they can hire outside firms, local lawyers, or paralegals for specific legal services. Factors contributing to the growth of legal process outsourcing include globalization, better use of technology, and the economic environment. The benefits of outsourcing legal processes include cost-saving, scalability, speed, efficiency, and resource allocation.

The market is also being driven by the growing need for drafting agreements, contracts, meeting minutes, and letters for clients, as well as strict cyber, tax, and intellectual property laws in various countries. Predictive analytic tools are being used more frequently to reduce turnaround time, integrate artificial intelligence (AI) tools with legal outsourcing services, and improve business efficiency for financial firms.

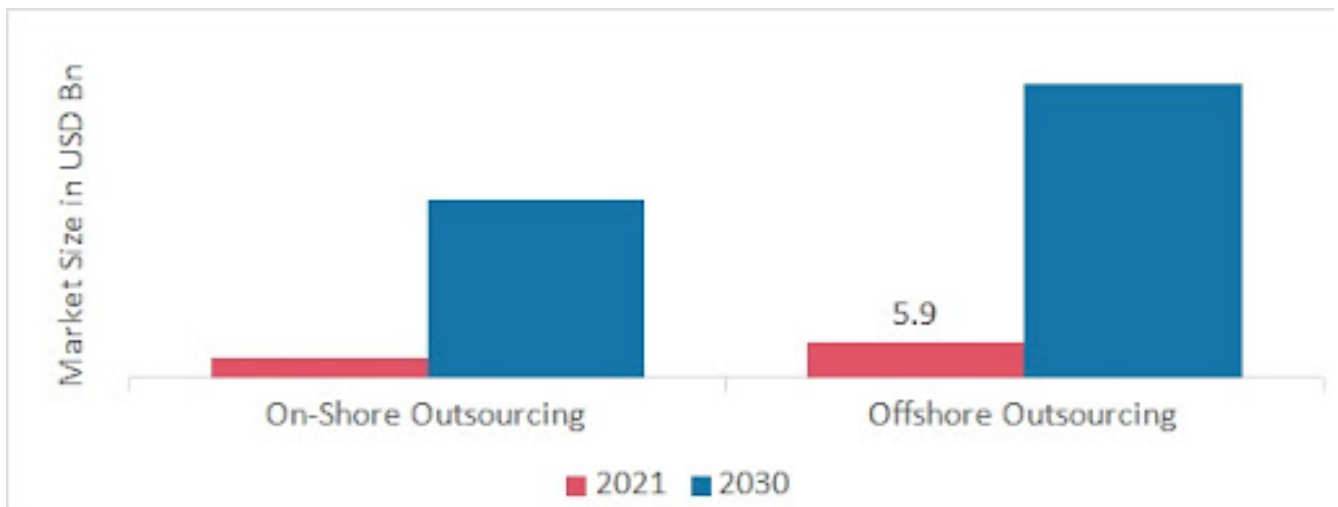
Legal Process Outsourcing Component Insights

The legal process outsourcing market is divided into two segments based on component: software and services. The software segment was the largest contributor to the legal process outsourcing market revenue in 2021. The reason behind this is the exponential increase in enterprise data volume and the growing automation of business processes across various end-use industries. However, the services segment is expected to grow at a faster rate during the forecast period. This growth is attributed to the rising demand from companies seeking help with risk management and identifying potential expansion opportunities for this segment.

Legal Process Outsourcing Service Location Insights

The legal process outsourcing market data has been divided by service location into on-shore outsourcing and offshore outsourcing. In 2021, the offshore outsourcing segment was dominant in the market and is expected to grow at a faster rate during the forecast period of 2022-2030. Outsourcing legal activities can effectively help organizations manage their workforce and time.

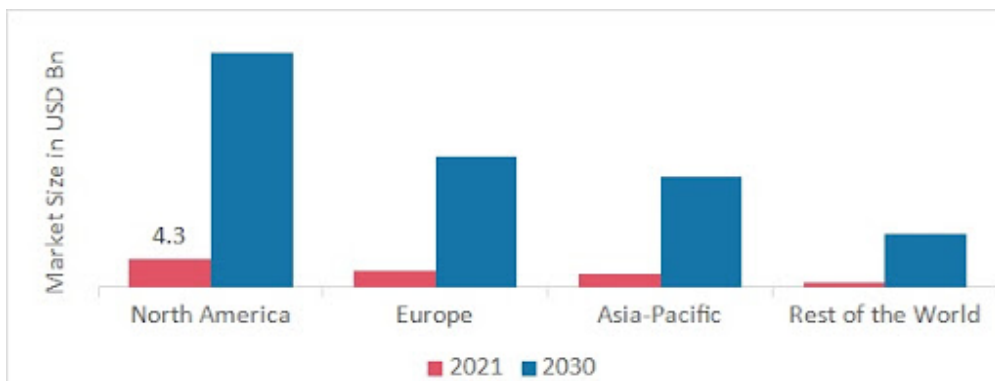
Popular destinations for legal process outsourcing include South Africa, India, and the PHILIPPINES, which have a significant time difference from the US and Europe. However, the on-shore outsourcing segment is expected to be the fastest-growing category over the forecast period. This is due to law firms' growing belief that on-shore service providers are better equipped than their offshore counterparts.



Legal Process Outsourcing Regional Insights

The study provides market insights into North America, Europe, Asia-Pacific, and Rest of the World regions. In 2021, the North America legal process outsourcing market was worth USD 4.29 billion and is expected to exhibit significant CAGR growth during the study period. The rise in demand for legal process outsourcing services from several tech giants in the region is a contributing factor.

Additionally, customization of service offerings to meet individual needs and the increasing demand for cloud computing is expected to support regional growth. Furthermore, the US Legal Process Outsourcing market held the largest market share, and the Canada Legal Process Outsourcing market was the fastest-growing market in the North America region. The major countries studied in the market report include the U.S, Canada, Germany, France, UK, Italy, Spain, China, Japan, India, Australia, South Korea, and Brazil.



Europe's legal process outsourcing market accounts for the second-largest market share due to the availability of a skilled workforce, coupled with the quality of service and operational efficiency. Further, the Germany legal process outsourcing market held the largest market share, and the UK legal process outsourcing market was the fastest growing market in the European region.

The European legal process outsourcing market is the second largest due to the availability of skilled workers and efficient operations. Germany has the largest market share, and the UK is the fastest-growing market in Europe.

The Asia-Pacific legal process outsourcing market is expected to grow the fastest from 2022 to 2030. This is due to lower labor costs, a high demand for skilled workers, and significant digital investments by major vendors such as HCL Technologies Limited, Infosys Limited, Accenture, and Wipro. India has the fastest-growing legal process outsourcing market, while China has the largest market share in the Asia-Pacific region.

Key Companies in the Legal Process Outsourcing market includes

- Clutch Group (U. S)
- Cobra Legal Solutions LLC (U.S)
- Infosys Limited (India)
- Capgemini SE (France)
- Capita (U.K)
- HCL Technologies Limited (India)
- Mindcrest (U.S)
- Wipro Limited (India)
- WNS Holdings (India)
- Integreon Managed Solutions Inc. (U.S)
- QuisLex Inc. (U.S)
- UnitedLex Corporation (U.S), among others

REPORT ATTRIBUTE/METRIC	DETAILS
Market Size 2021	USD 9.3 billion
Market Size 2022	USD 12.14 billion
Market Size 2030	USD 78.23 billion
Compound Annual Growth Rate (CAGR)	30.50% (2022-2030)
Base Year	2021
Market Forecast Period	2022-2030
Historical Data	2018 & 2020
Market Forecast Units	Value (USD Billion)
Report Coverage	Revenue Forecast, Market Competitive Landscape, Growth Factors, and Trends
Segments Covered	Component, Org. Size, Service Location and Region
Geographies Covered	North America, Europe, Asia Pacific, and RoW
Key Market Opportunities	Growth of the outsourcing and offshoring services in emerging countries
Key Market Dynamics	Development of broadband and communication infrastructure Growing number of business & law firms

Legal Process Outsourcing Key Market Players & Competitive Insights

Market players in the legal process outsourcing industry are investing in R&D and taking strategic initiatives such as new product launches, contractual agreements, mergers and acquisitions, increased investments, and collaboration to expand their global footprint. To survive in a competitive market, competitors must offer cost-effective products. Manufacturers are adopting the strategy of producing locally to reduce operating costs.

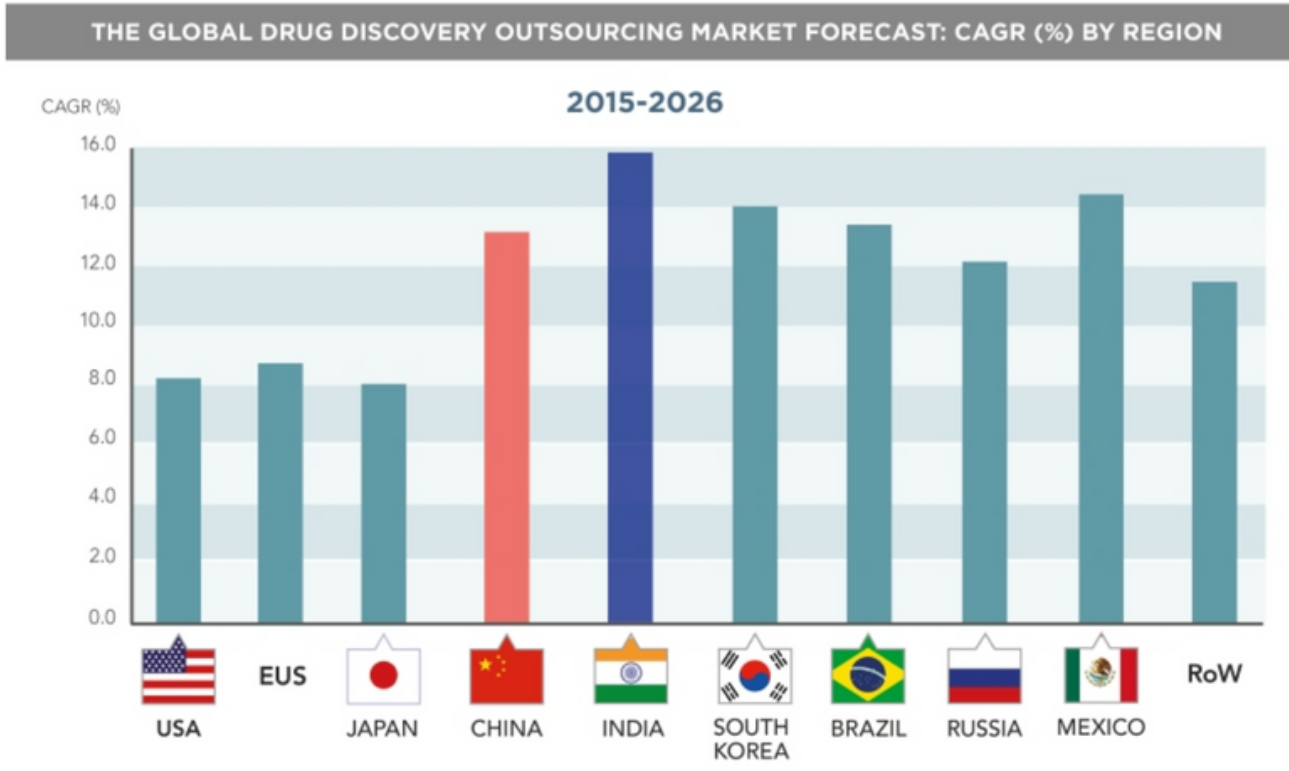
Major players such as Clutch Group, Cobra Legal Solutions LLC, and Infosys Limited are expanding the market by investing in research and development. Clarivate Plc acquired CPA Ltd to expand its offerings in the insights and analytics business. Evaluateserve SEZ opened an office in Bucharest, Romania, to offer enhanced services to customers in Europe. Legal process outsourcing players are focusing on market expansion strategies to secure a stronger position in the regional industry by analyzing specific regulations in the concerned region.



COMPARISON OF INDIA WITH OTHER OUTSOURCING DESTINATIONS

In the last two decades India's ample availability of skilled, talented, and experienced resources, coupled with its low labor costs, high-quality infrastructure, favorable tax and regulatory environment, have made it one of the top-most attractive outsourcing destinations. Apart from India, several other countries including China, Malaysia, PHILIPPINES, Brazil, Vietnam, Mexico, and Eastern Europe have emerged as popular destinations for outsourcing and are continuing to expand.

COMPARISON



1) China

Market Size: India and China dominate the global outsourcing market. India currently leads in revenue, with its IT outsourcing market worth over \$190 billion in 2020 as compared to China's outsourcing industry which was valued at around \$140 billion. But it is growing at a faster rate of over 20% in recent years compared to India's growth rate of around 8-10%.

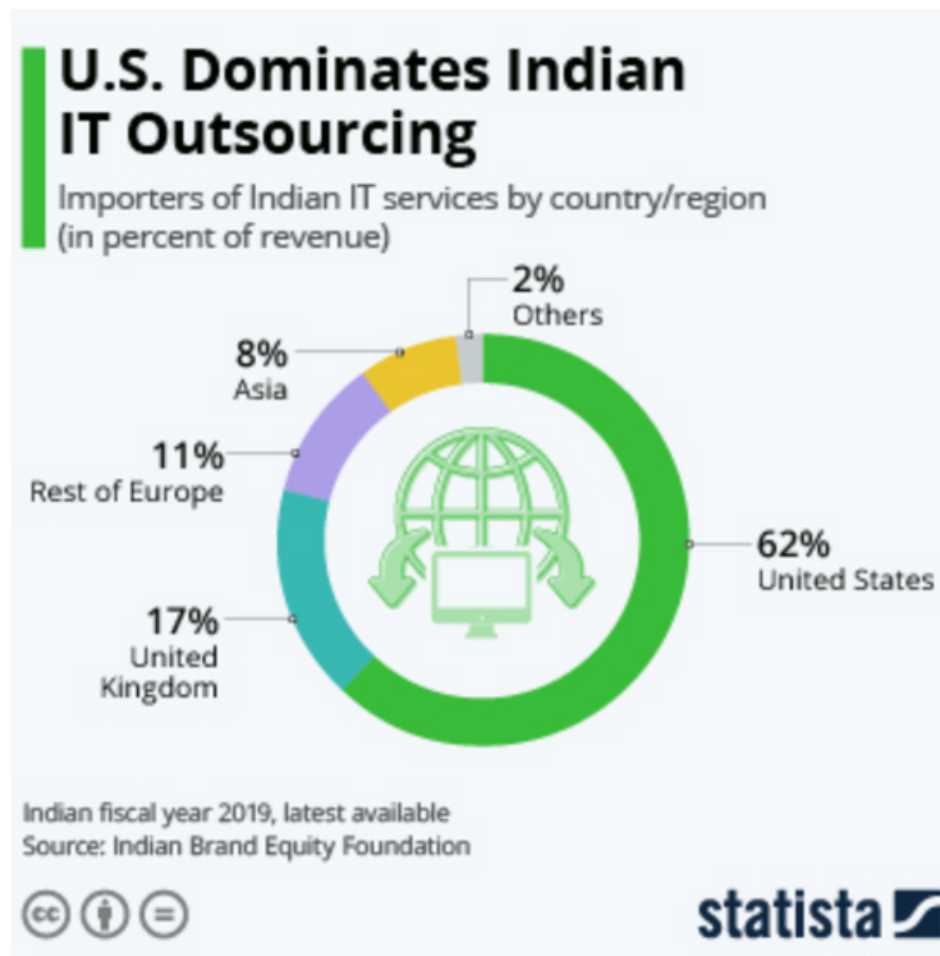
Infrastructure: China's infrastructure is modern and robust, with significant investments in transportation, power, telecommunications, and high-speed broadband. In contrast, India's infrastructure is still lacking and has not kept up with its economic growth.

Services Provided: India's IT services industry has been expanding its scope by offering a range of outsourcing services, including IT, business process, and knowledge process outsourcing. Consulting services are also gaining popularity in India. On the other hand, China's IT services industry is primarily focused on software and product development.

Language Barrier: Although Hindi is India's official language, English is widely used as the unofficial language of business with a whopping 232 million English speakers, including 226,449 native speakers. In comparison, China has only 10 million regular English users, but as many as 300 million people in China are learning the language.

Customer Base: The primary customers for India's IT outsourcing services are U.S. and European buyers. In contrast, China's customer base is mainly comprised of domestic companies, with additional customers coming from nearby Asian countries like Japan.

Supplier Base: India's provider base is competitive and diverse, with a strong presence of Indian-owned, publicly held suppliers, large local operations of global providers, and niche players. On the other hand, China's provider base is fragmented and largely dominated by small to mid-size suppliers, including Chinese-owned providers, Western-managed companies, and local operations of global suppliers.



Transparency of Work: According to Gartner, over 85% of outsourcing customers are concerned about "Chinese inscrutability," making it challenging to build a relationship with Chinese outsourcing companies. In contrast, leading outsourcers in India prioritize transparency with their customers, although true openness is not always guaranteed in outsourcing agreements.

2) Vietnam

Cost Effect: Outsourcing to Vietnam is cost-effective with rates lower than most hot spots. Skilled workers are accessible, and labor costs 90% less than in the U.S., 50% less than in China, and 30% lower than in India. Hiring a senior developer from Vietnam costs an average of \$35 per hour, while outside of outsourcing, the same developer would cost \$140 per hour.

Education: Vietnam's focus on education and training has resulted in a highly skilled and educated workforce. In addition to the country's impressive 96% literacy rate, Vietnam has a strong emphasis on science and technology education, with 80% of college graduates holding degrees in STEM fields. While India's outsourcing industry also boasts a large pool of skilled workers, the country's overall literacy rate is around 74%, lower than Vietnam's. However, India has a more established outsourcing industry, with a longer track record of serving global clients.

Infrastructure: Vietnam is investing in strengthening its technology infrastructure, with plans to roll out 5G networking in major cities this year and nationwide coverage by 2030. In comparison, India's outsourcing industry has faced challenges with weak infrastructure, particularly in transportation and power supply, that have not kept pace with economic growth.

Services Provided: India and Vietnam provide a variety of outsourcing services, such as IT outsourcing, BPO, KPO, and ESO. Nevertheless, there are differences in the services each country specializes in. India is renowned for its expertise in software development and IT services, while Vietnam excels in software testing and quality assurance.

Socio-Economic Stability: Compared to other business process outsourcing destinations in Asia and the Pacific that suffer from political and social instability, for example, the wars that have taken place in Kashmir between Pakistan and India. But, Vietnam stands out as an exceptionally secure nation. This stability creates a favorable environment for outsourcing business, making Vietnam one of the most politically and socially stable countries in Southeast Asia.

3) PHILIPPINES

Infrastructure: Both India and the PHILIPPINES are investing heavily in modern infrastructure in order to support the growth of the outsourcing industry. Several modern business and tech hubs in major cities like Bangalore, Chennai, and Hyderabad have appeared in India. In the same manner, the PHILIPPINES has also invested in modern infrastructure to support quick expansion of the BPO industry. The country's largest tech hubs, include Manila, Cebu, and Iloilo.

The government has been supportive of the industry's growth, and with the high revenues generated from outsourcing, they have been able to expand BPO services to other parts of the country. While India has reliable connectivity, the PHILIPPINES takes the lead when it comes to infrastructure due to its rapid expansion of the BPO industry and strong government support.

Cultural Influence: The PHILIPPINES boasts a unique blend of South-East Asian and Western cultures, setting it apart from many other Asian countries. Its history as a former colony of Spain, Mexico, and the US has contributed to this mix. With exposure to Western media from a young age, Filipinos share many cultural similarities with the West, making US pop culture particularly popular among them.

Although this may seem like a small factor, this cultural affinity plays a significant role in ensuring seamless outsourcing call center operations when working with service providers based in the PHILIPPINES.

Market Size: In terms of revenue, India has a larger outsourcing industry compared to the PHILIPPINES. The BPO industry in India generated more than \$38 billion in revenue in 2019. In contrast, the outsourcing industry in the PHILIPPINES is valued at approximately \$25 billion, with the BPO sector contributing the majority of this revenue

Time Advantage: The minimal time difference between Manila and Australia/New Zealand is a key advantage for businesses outsourcing to the PHILIPPINES. With only a 2-hour time difference from Australia and 4 hours from New Zealand, it's much easier to manage an offshore team and minimize disruptions to workflow.

In contrast, India has a 5 to 6.5-hour time difference, which can make coordination more challenging. This minimal time difference can actually boost productivity, as it allows managers to settle into their office and prepare their workload for the day before their offshore team begins, reducing wasted time.

Services Provided: Both India and the PHILIPPINES provide many outsourcing services, each of them having different specializations. India is recognized for its expertise in software development and IT services, while the PHILIPPINES concentrates more on voice-based BPO services such as call center support, telemarketing, and customer service.

4) Eastern Europe

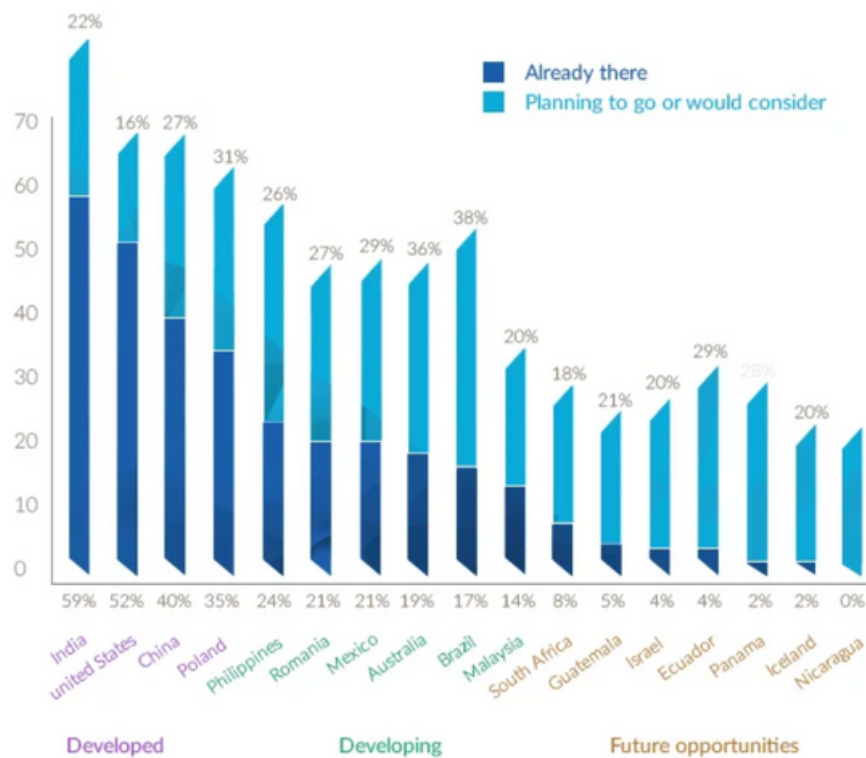
Cultural Influence: IT is the only industry that grows in the unstable economic environments of numerous EU countries, thus many young talents are attracted to technology. And considering this factor There are 500 - 1.500 IT/technology/engineering graduates for every 100.000 people in the population. Such a background behind the delivery of nearshoring services has transformed EU countries into a favorable destination for companies from the R&D and ITO spaces.

Market Size: The Indian IT outsourcing market alone was valued at over \$190 billion in 2020, whereas the IT services market in Eastern Europe was valued at around \$26 billion in the same year.

Time Advantage: While the availability of talented developers is a significant factor, nearshoring offers much more than just skilled labor. Europe is home to many world-renowned IT and tech service providers, such as Ukraine, Poland, Belarus, and the Czech Republic.

When outsourcing to these countries, the time zone differences between your business hours and those of your outsourced team are negligible since they are within the same continent. For instance, Ukraine can maintain 24/7 contact with European businesses since more than 70% of Ukrainian IT specialists provide quality solutions to them.

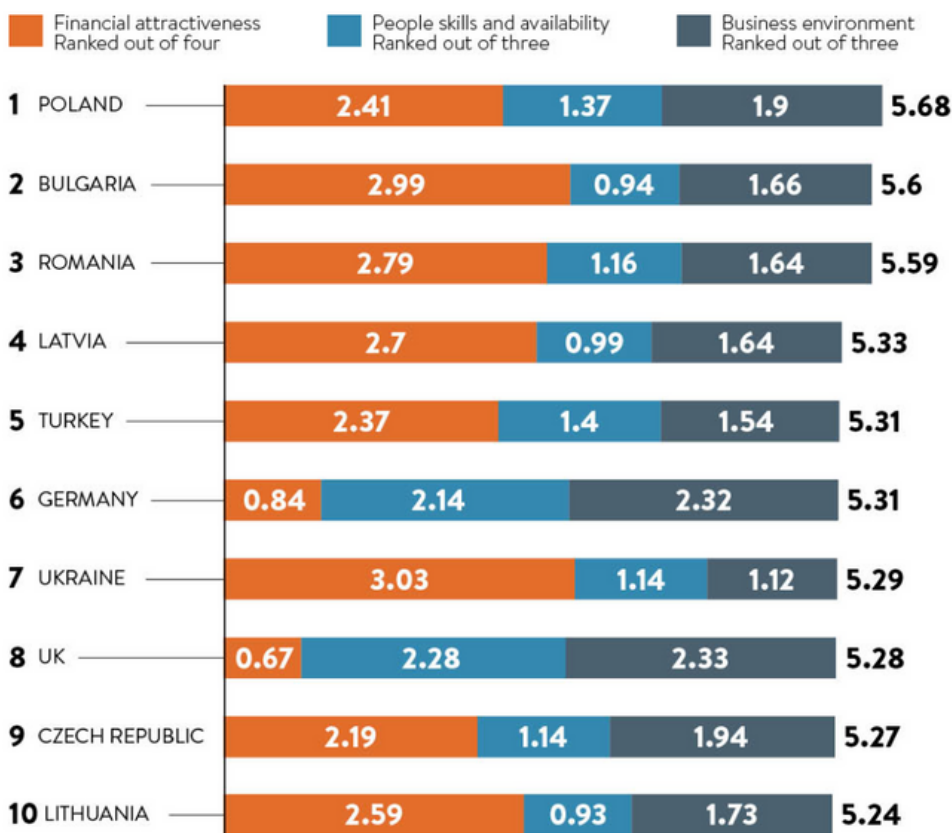
Market Size: The Indian IT outsourcing market alone was valued at over \$190 billion in 2020, whereas the IT services market in Eastern Europe was valued at around \$26 billion in the same year.



Education: The IT industry is one of the few that thrives in unstable economic environments, which has led to many young talents being attracted to technology. In fact, there are between 500 to 1,500 IT, technology, and engineering graduates per 100,000 people in the population of many EU countries. This has created a rich talent pool for nearshoring services and made European countries an attractive destination for companies in the R&D and ITO industries.

TOP 10 MOST ATTRACTIVE EUROPEAN COUNTRIES FOR OUTSOURCING

GLOBAL SERVICES LOCATION INDEX RANKS THE OFFSHORING LANDSCAPE ACROSS THREE CATEGORIES, GIVING A TOTAL SCORE OUT OF TEN



Source: A.T. Kearney 2016

Infrastructure: India and Eastern Europe have made significant investments in infrastructure to support their respective outsourcing industries. Both regions have numerous IT parks and special economic zones, but Eastern Europe has a more established IT infrastructure, boasting major IT hubs like Poland, Romania, and the Czech Republic. In addition, the region has a strong digital infrastructure and internet connectivity, making it an attractive destination for clients seeking high-speed data processing.

INDIA'S COST ADVANTAGE

The country's coders are still cost-competitive, especially at junior and middle levels

		HOURLY DEVELOPER RATES		
Country	Developer pool	Junior	Middle	Senior
Ukraine	200,000	\$18-25	\$30-45	\$50
Romania	400,000	\$15-23	\$23-30	\$45+
Poland	139,000	\$20-27	\$35-50	\$65+
India	4,500,000	\$15-20	\$25-40	\$50+
Singapore	200,000	\$20-25	\$35-50	\$55
Indonesia	-50,000	\$10-18	\$20-30	\$35+
Colombia	< 100,000	\$10-18	\$20-30	\$40+
Brazil	500,000	\$17-23	\$25-35	\$40+
Mexico	1,000,000	\$16-23	\$23-30	\$35+

Source: Procoders.tech, daxx.com

Services Provided: India has been widely acknowledged as a significant player in the software development and IT services domain. Indian businesses are well-known for their proficiency in software engineering, website development, mobile application development, and IT-related services. Meanwhile, Eastern Europe has also emerged as a major participant in the outsourcing industry, with its main focus on software development.

The region boasts a considerable talent pool of highly skilled software developers and engineers with expertise in various programming languages and software frameworks. Additionally, Eastern Europe has become a center for cybersecurity and R&D services, with a plethora of companies in the region offering state-of-the-art solutions in these domains.

Conclusion

From the comparison of India with other outsourcing destinations, it is clear that India remains a leading player in the outsourcing industry due to its ample availability of skilled resources, low labor costs, high-quality infrastructure, and favorable tax and regulatory environment. While other countries like China, Vietnam, and the PHILIPPINES are emerging as strong competitors, India still dominates the IT outsourcing market.

However, India faces infrastructure that has not kept pace with economic growth and education challenges, which could limit its growth potential in the long run. China has a more modern infrastructure while Vietnam has a highly skilled workforce and a stable socio-economic environment. The PHILIPPINES also has strong government support and a rapidly expanding infrastructure which could help them grow.

Nevertheless, India's well-established outsourcing industry and expertise in software development and IT services provide it with an advantage over most countries in serving global giants. The country's English proficiency and diverse and competitive provider base also continue to attract it as an attractive outsourcing destination.

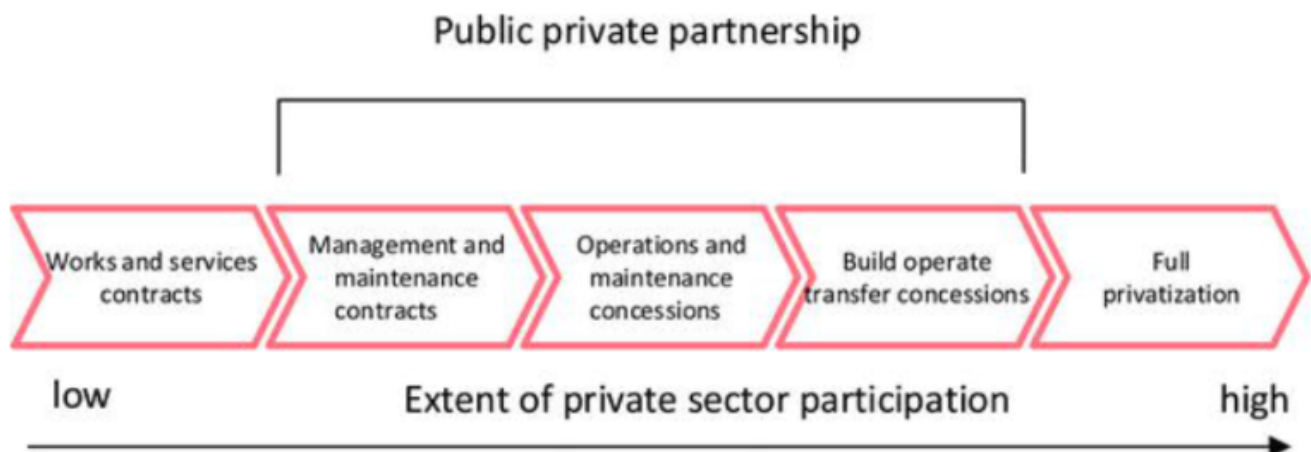
Overall, the outsourcing industry is constantly evolving, and companies are looking for new ways to improve efficiency and cost-effectiveness. Countries that can provide skilled resources, modern infrastructure, favorable business environment, and cost-effectiveness are likely to attract more outsourcing work in the future. While India's dominance in the outsourcing industry is expected to continue, it will need to address its infrastructure challenges and keep up with changing market dynamics to remain competitive and keep ahead.

FUTURE OUTLOOK FOR OUTSOURCING INDUSTRY IN INDIA

1. Government Policies and Initiatives

In recent years, India has been a top choice for businesses looking to outsource their software development and business process needs. International firms have either established their own facilities through joint ventures and Indian subsidiaries or engaged into contracts with Indian service providers. Through the tax incentives offered to exporters, the Indian government has acted as a catalyst in the expansion of the Indian software and BPO industries.

These incentives are primarily intended to increase exports, which will bring in foreign currency into India. Reforms to industrial policy have removed licensing regulations, with the exception of a few select areas, restricted investment and expansion, and made it simpler to acquire foreign technology and direct investment. This has increased the amount of foreign currency entering India.



FOREIGN INVESTMENT POLICY

Almost every industry is accessible to foreign investment, with the exception of those with vital importance like rail transport and the freshly opened, albeit restricted, defence sector. Wholly owned subsidiaries of foreign corporations may be established in India. Except for a few specific activities, no prior approval from the exchange control authorities (RBI) is needed. The investment must follow the established rules, and the information about the investment must be submitted to the authorities within the established deadline. The "automatic approval route" is the term usually used to describe this investment process.



The Foreign Investment Promotion Board (FIPB) of the Government of India was established primarily to encourage FDI inflow into the nation, as well as to offer suitable institutional arrangements, open procedures, and guidelines for investment promotion, as well as to consider and approve proposals for foreign investment.

| AUTOMATED APPROVAL ROUTE

The Foreign Direct Investment (FDI) policy of the government and the Foreign Exchange Management Act, 1999 (FEMA), both govern foreign investment into India. In general, with the Indian economy becoming more liberalized, it is no longer necessary to seek the government's prior approval before making a new investment in an Indian company; instead, just formal filings with the Reserve Bank of India (RBI), the country's central bank, are required. However, in some circumstances, as well as for investment in certain defined sectors, prior approval is necessary. Furthermore, foreign equity caps apply to investments in a few specific sectors.

| SOFTWARE OUTSOURCING ELEMENTS

The option of whether to establish one's own facility or outsource to an Indian software services company is mostly a business one. It might be prudent to invest in a subsidiary if there is a long-term need. However, the pricing of the services offered by the subsidiary may be impacted by recent transfer pricing regulations. Setting up one's own facility may also be indicated by the need for highly specialised work. The requirement to maintain confidentiality and retain control over priceless intellectual property is another important consideration.

Contract Liability Concerns: Statutory provisions or case law dealing explicitly with liability issues resulting from software development are absent from Indian law. Customers should be aware that under Indian law, damages for breach of contract may only be paid in connection to those that naturally arise in ordinary course of business and that the parties knew would follow from such breach. It is not applicable to any distant or indirect losses.

COPYRIGHT AND INTELLECTUAL PROPERTY

Software programme patenting in India is often challenging. The software developer would be considered the author and owner of the works under copyright law because they are an independent contractor. However, under Indian law, the parties may agree that the customer will own the copyright. It is expected under Indian law that an assignment or licence of a copyright work would be limited to 5 years within the territory of India unless there is specific evidence to the contrary. If the work output is not used within a year, the assignment could also expire.

The downturn since 2001 has also resulted in certain hybrid structures, such as those where an Indian company establishes a separate organisation, is guaranteed a consistent flow of business, and gives the client the opportunity to buy the company at a later date. This would have the effect of maximising the advantages of outsourcing while mitigating the dangers involved.



Contractual Protection: The law governing the contract can be decided by the parties in cases where at least one party is a foreign business. International clients often have more negotiating power, so they are more likely to choose their home country's legislation as their governing law. The arbitration may alternatively take place in a country of the parties' choosing.

If the country of venue has ratified the New York or Geneva treaties and has been informed that it has reciprocal relations with India regarding the enforcement of foreign awards, a foreign arbitral award will be recognised in India. In general, a foreign arbitral award would be easier to enforce in India than a foreign court decision.

It is typically advised that the parties choose arbitration over litigation if dispute resolution is to take place in India because litigation there can be drawn out and subject to delays. However, in the event that intellectual property is violated, swift injunctive relief may be obtained.

In order to disprove these assumptions, the contract would have to include precise language. Additionally, the work to be assigned must be specifically described in the assignment agreement. It is crucial to remember that knowingly violating copyright in India is against the law. When intellectual property is violated, it is feasible to quickly obtain injunctive remedies from Indian courts.

The customer must select a jurisdiction that values intellectual property, nevertheless. By getting Anton Pillar orders from Indian courts and carrying out raids on software distributors, the Business Software Alliance has achieved some measure of success. If the developer has used exclusive software or customer-provided knowledge improperly, another remedy that may be applied is criminal breach of trust.

There is no law governing the protection of trade secrets and sensitive information in India. Furthermore, there is no law addressing issues related to data protection or privacy. Under common law, one would typically obtain protection through a civil action. In an effort to increase investment in BPO activities, the federal government and some state governments recently showed interest in introducing separate data protection regulations.

TAX ISSUES

If the fees are paid in convertible foreign currency, software and BPO companies are normally exempt from tax with regard to income gained from exporting software outside of India. This may have an impact on specific outsourcing contracts, such as those where a client wants to contract out work from an existing Indian company.

Due to the developer's desire to recoup the tax due on its profits, payment of fees in Indian Rupees could result in a considerable cost increase. Another significant issue is the potential for the customer to be required to have a permanent establishment in India if it gives the software developer access to testing equipment for use in the software development process.

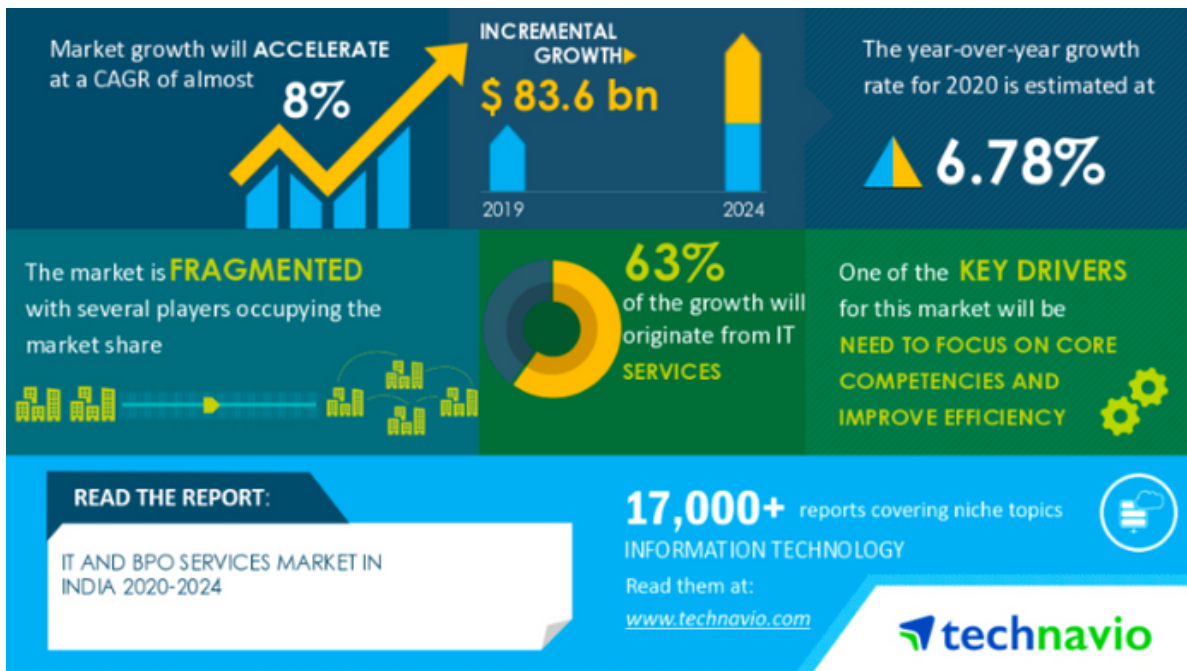
The taxation of services related to information technology is another important topic. The Indian government has exempted the export of services as well as secondary services used in exported services from service tax in an effort to spur the growth of software exporting.

The taxation of services related to information technology is another important topic. The Indian government has exempted the export of services as well as secondary services used in exported services from service tax in an effort to spur the growth of software exporting.

2. Future Growth Prospects

India retains 65% of the universal offshore BPO market (Source) and has made India one of the best outsourcing countries in 2020. India is regarded as the main outsourcing destination and is home to some of the greatest outsourcing companies that have been able to adapt to changing needs. Yes, outsourcing has had a lower-than-average impact on production in India than in any other outsourcing country. India remains the top outsourcing destination in the world despite the dynamic nature of the global market.

The booming Indian outsourcing industry was valued at INR 5,649.47 billion in 2019 and is projected to increase at a CAGR of 7.25% to INR 8,830.14 billion by 2025. Following a sizable pause brought on by the Covid-19 pandemic, the outsourcing sector is now back in business, and a number of trends point to a thriving future.



3. Opportunities for the Indian Market

The outsourcing market in India has grown extraordinarily over the past few years. India has emerged as the top option for real outsourcing services as businesses throughout the world strive to reduce costs and increase efficiency. With a greater talent pool, including physicians, software developers, digital marketers, designers, and engineers, India will soon take advantage of the outsourcing industry's most anticipated prospects.

Knowledge-based services including KPO, content, medicine, and design and development will see increased growth in India. With roughly 20 lakh lawyers, India will overtake other countries as the top destination for legal services outsourcing.



As many Fortune 500 companies already outsource their operations to firms like IBM, ACS, TCS, etc. in India, the future of outsourcing in India is booming in the FAO market.

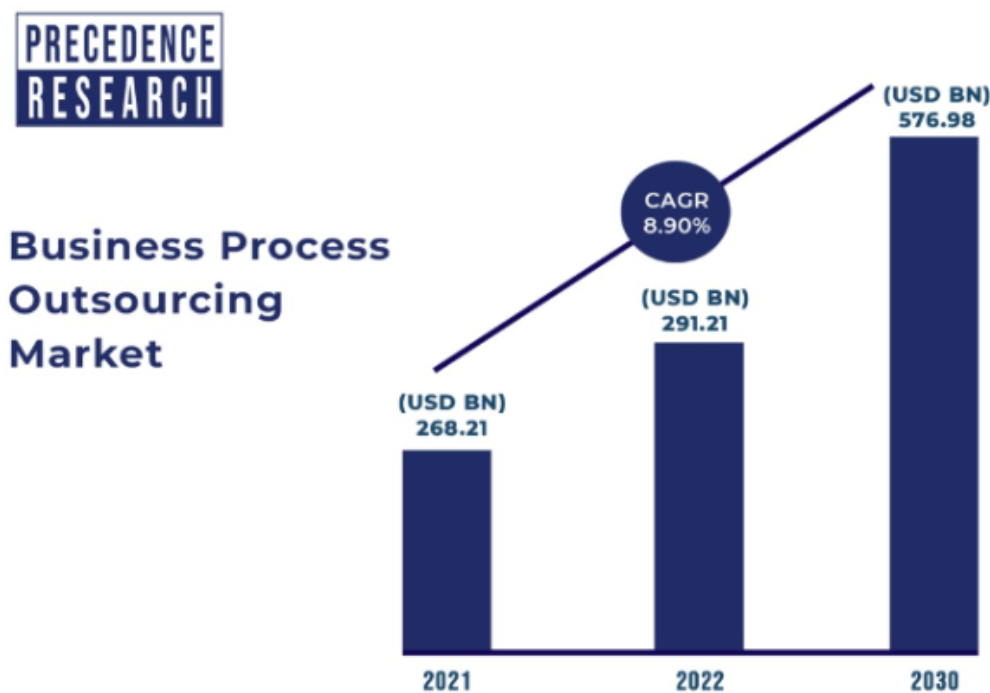
Pharmaceuticals, clinical research, and medical billing and coding outsourcing already have significant markets in India, but the availability of high-quality and secure data management will increase productivity.

Infrastructure Management Services is another sector that can succeed in the Indian outsourcing market. Studies have also predicted that India might take the lead in the \$2.3 trillion market for product engineering and research and development by 2030.

4. Challenges for the Indian market

The future of outsourcing in India won't be practical because the sector is still in its evolution stage. As more competitors enter the outsourcing industry and established ones broaden their scopes to include additional industries, the level of competition will inevitably rise, calling for extraordinary solutions. The list below includes some of the most anticipated obstacles for the Indian outsourcing sector.

As the business expands, it will be necessary to concentrate on and invest in infrastructure, a crucial area where India still has room for improvement.



Source: www.precedenceresearch.com

Outsourcing firms would have to relocate to Tier-II cities due to India's fast evolving labour rules, which could pose problems with talent recruiting.

Even though India remains a top destination for outsourcing, it will face fierce competition from Thailand, Malaysia, and other Southeast Asian nations.

India continues to become more competitive with respect to Southeast Asian nations thanks to reduced labour and operating costs there.

Political unrest may potentially impede India's development as a leading outsourcing nation.

4. Expansion beyond BPO

Companies are focusing more on hiring overseas workers than outsourcing as a result of growing worries about performance and lack of control. When it comes to the future of offshore business services, such as dedicated virtual employees, India will quickly rise to the top of the list.

Given its financial dynamism, the availability of personnel, and the skills it possesses, it will outperform Hong Kong, Panama, and other market players. But India will need to make significant investments in creating secure servers and fixing data security flaws if it is to keep up with the outsourcing trend that is expected to continue there.



CONCLUSION

The outsourcing industry in India has experienced tremendous growth and has become a key player in the global market. India's success in outsourcing can be attributed to its skilled workforce, cost advantage, technological infrastructure, and commitment to innovation.

India's large pool of talented professionals in various domains, coupled with cost-effective labor, has attracted businesses from around the world to outsource their operations. This has allowed companies to reduce costs while maintaining high-quality output.

The country's robust technological infrastructure, including state-of-the-art technology parks, has supported the growth of the outsourcing industry. India's investment in digital connectivity has facilitated efficient communication and collaboration with global clients.

Outsourcing to India offers numerous benefits, including access to diverse talent, cultural adaptability, and the ability to operate in multiple time zones. Companies can focus on their core competencies while leveraging specialized expertise from Indian service providers.

However, challenges such as data security, intellectual property protection, and continuous upskilling of the workforce need to be addressed to sustain India's competitiveness in the outsourcing industry.

Looking ahead, India is well-positioned for further growth and transformation in the outsourcing sector. Advancements in technology, such as artificial intelligence and automation, present opportunities for Indian service providers to offer innovative solutions.

REFERENCES

- <https://www.outsource2india.com/india/comparison-india-other-outsourcing-countries.asp>
 - <https://www.globalstrategic.com/india-vs-PHILIPPINES-in-outsourcing-which-country-should-you-go-to/>
 - <https://maxicus.com/outsourcing-in-india/>

 - <https://www.beroeinc.com/whitepaper/alternate-outsourcing-destinations/>
 - <https://www.backofficepro.com/white-paper/outsourcing-to-india/>
 - <https://kyanon.digital/outsourcing-software-development-vietnam-india-comparison/>
 - <https://saigontechnology.com/blog/software-outsourcing-industries-comparison-vietnam-india-PHILIPPINES-and-poland>
 - <https://qubit-labs.com/it-outsourcing-eastern-europe-vs-asia/>
 - <https://qarea.com/blog/india-vs-eastern-europe-where-should-you-outsource-it>
 - <https://outsourced.ph/business-process-outsourcing/comparing-india-and-PHILIPPINES/>
 - <https://www.timedoctor.com/blog/outsourcing-to-vietnam/>
 - <https://www.cio.com/article/282683/outsourcing-offshore-outsourcing-24-ways-to-compare-india-vs-china.html#:~:text=India%20remains%20the%20leader%20raking,ha s%20about%20%2420%20billion%20overall.>
 - <https://www.outlookindia.com/website/story/outlook-spotlight-outsourcing-to-india-the-future-remains-bright/405930>
 - <https://www.habiledata.com/blog/positive-effects-of-outsourcing-to-india/>
 - <https://infostride.com/outsourcing-to-india/>
 - <https://www.timedoctor.com/blog/outsourcing-to-asia/> <https://tms-opensource.com/blog/posts/outsourcing-to-india/>
 - <https://www.backofficepro.com/white-paper/outsourcing-to-india/>
 - <http://www.linkedin.com/pulse/top-10-advantages-outsourcing-india-2021-niyas-nazir>
-

-
- <https://m.economictimes.com/six-sigma-spells-success-for-bpos/articleshow/1562008.cms>
 - <https://en.indiaconnected.nl/blog-articles/6-reasons-to-outsource-it-to-india-right-now?format=amp>
 - <https://www.hitechbpo.com/blog/top-5-reasons-why-you-should-outsource-your-data-entry-services-to-india.php>
 - <https://visual.ly/community/Infographics/business/data-entry-services-%E2%80%93-cost-benefit-outsourcing>
 - https://www2.deloitte.com/cy/en/pages/tax/articles/outourcing_relevancy_post_covid19_environment.html
 - <https://www.indiatoday.in/business/story/covid-impact-how-it-outsourcing-is-booming-worldwide-1926464-2022-03-17>
 - <https://www.relyservices.com/impact-of-covid-19-on-the-bpo-industry>
 - https://www.outsource2india.com/why_india/articles/outourcing_history.asp
 - <https://medium.com/@yardstiqsolutions/history-of-outsourcing-in-india-245cefabb73a>
 - <https://maxicus.com/outourcing-in-india/>
 - <https://startuptalky.com/top-10-indian-bpo-companies/>
 - <https://startuptalky.com/top-10-indian-bpo-companies/>
 - <https://www.statista.com/topics/1900/it-outsourcing/>
 - <https://www.gartner.com/en/information-technology/glossary/it-outsourcing#:~:text=IT%20outsourcing%20is%20the%20use,infrastructure%20solutions%20for%20business%20outcomes.>
 - <https://hbr.org/1995/05/it-outsourcing-maximize-flexibility-and-control>
 - <https://www.indiatoday.in/business/story/covid-impact-how-it-outsourcing-is-booming-worldwide-1926464-2022-03-17>
 - <https://maxicus.com/future-of-outsourcing-in-india/>
 - <https://www.tatvasoft.com/outourcing/2020/11/it-outsourcing-definition-process-and-advantages.html>
 - https://www.ey.com/en_in/india-at-100/how-india-is-emerging-as-the-world-s-technology-and-services-hub
 - <https://www2.deloitte.com/us/en/pages/operations/articles/global-outsourcing-survey.html>
 - <https://www.investopedia.com/terms/k/knowledge-process-outsourcing.asp>
-