



Interview with...

**Raman Roy**  
**Chairman and**  
**Managing Director**  
**Quattro**

Raman Roy is the Chairman and Managing Director of Quattro. He is widely regarded as the pioneer of the Indian BPO industry having successfully led the captive BPO initiatives of American Express, GE Capital, and Spectramind (now Wipro BPO).

“Impact sourcing can help dramatically reduce costs, lower attrition, while providing similar, if not better, levels of performance as our normal agents.”

## Impact Sourcing

### Q&A

Quattro’s Raman Roy explains why impact sourcing is a win-win-win for his company, its employees, and its clients

**Q:**

What category of impact sourcing do you use in your company? Can you please elaborate on backgrounds of impact workers and the kind of work they do?

**A:**

We primarily use our partner network for impact sourcing services – in the form of rural sourcing in India. While we directly do not hire impact workers, we have about 300 FTEs working for us through our partner network. These workers support us on a wide-array of work, both transactional and high-end.

We typically use impact sourcing partners through sub-contracting in situations where we are working with existing customers in a transparent manner.

**Q:**

What has been your experience so far working with these individuals – benefits or shortcomings? How do they perform compare to the traditional workforce?

**A:**

We have a very successful experiences using impact sourcing, especially with female agents in rural areas for high-end work. It helps free up bandwidth of our agents. In my experience, impact sourcing can help dramatically reduce costs, lower attrition, while providing similar, if not better, levels of performance as our normal agents. We work very closely with our impact sourcing partners for providing training and necessary tools, such as technology platforms, for service delivery.

Since most impact sourcing in India is rural sourcing and these locations are typically smaller than urban centers, scalability at a single location is a concern.

My view is that impact sourcing in Indian context has to be developed in a distributed (hub & spoke) model with suitable investments in technology.

**Q:**

What has been your experience so far working with these individuals – benefits or shortcomings? How do they perform compare to the traditional workforce?

**A:**

I believe the future for impact sourcing is promising with a significant potential for expansion. At Quattro, our goal is to increase adoption of impact sourcing across our teams from the current level of ~300 FTEs.

In my opinion, with impact/rural sourcing in India, we are replicating the Indian BPO story in rural areas and the fundamentals for success remain the same, i.e., ability of companies to decouple and carve out those processes from the overall value chain that align well with impact sourcing, and ability to invest in training to uplift the skills of impact workers, especially the process training.

## About Quattro Global Services

Quattro is a global services company offering business and knowledge processing services to organizations seeking higher operational effectiveness, greater flexibility, and lower operating costs. Quattro runs seven operation centers in two countries.

## About This Joint Project between Everest Group and The Rockefeller Foundation

The Rockefeller Foundation has funded Everest Group to conduct an in-depth assessment of how the growth of Impact Sourcing can be accelerated using a fact-based business case that substantiates the benefits of the IS model. This assessment includes sizing the market, profiling the landscape, detailing the business case, and creating case studies to raise awareness of IS in the enterprise buyer and BPO communities. Establishing the business case for IS will contribute to the growth of the sector, which means that more high potential but disadvantaged youth will have the opportunity for employment, improving their lives and the lives of their families and communities.

## About The Rockefeller Foundation

For more than 100 years, The Rockefeller Foundation's mission has been to promote the well-being of humanity throughout the world. Today, The Rockefeller Foundation pursues this mission through dual goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity, and building resilience by helping people, communities and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses.

## About Everest Group

Everest Group is an advisor to business leaders on the next generation of global services with a worldwide reputation for helping Global 1000 firms dramatically improve their performance by optimizing their back- and middle-office business services. With a fact-based approach driving outcomes, Everest Group counsels organizations with complex challenges related to the use and delivery of global services in their pursuits to balance short-term needs with long-term goals. Through its practical consulting, original research and industry resource services, Everest Group helps clients maximize value from delivery strategies, talent and sourcing models, technologies and management approaches. Established in 1991, Everest Group serves users of global services, providers of services, country organizations and private equity firms, in six continents across all industry categories. For more information, please visit [www.everestgrp.com](http://www.everestgrp.com) and [research.everestgrp.com](http://research.everestgrp.com).