Progeon believes that being everything to everybody is a recipe for disaster. HTMT believes otherwise. HTMT chooses to be everything to everybody. HTMT is Hinduja Technology Media and Telecom. The name reveals it all.

HTMT is a one-stop company offering everything – call centre, healthcare services, IT services – just about everything. HTMT has around 1,600 people in technology space – 700 in the call centre area, 600 in healthcare, 200 in IT services and 100 in support areas.

HTMT is a Hinduja company and Hindujas are a global giant with almost 25,000 employees. Set up in 1914, Hindujas are present in 50 countries. They are into three core areas – global investments, investment banking and international trading. In fact, the Hinduja Group is into almost everything – chemicals and agriculture, energy, project development, transport, trading, banking and finance, media and communications and information technology.

Their service offering in the technology space is in the area of IT services – application development, system integration and legacy migration. Back office processing activities include processing of insurance claims, accounts receivable and accounts payable, utilities (remittance processing) and payroll processing. The contact centre offerings include customer care, directory enquiries, telemarketing, loan recovery and technical help desk. Engineering services include generation of assembly modules, 2D to 3D conversion and so on.

The call centre is in customer services for the telecom sector. This would involve answering customer queries on billing and so on. The call centre initiative is fairly obvious. But how come HTMT is into healthcare? After all from what we hear healthcare requires considerable domain expertise. HTMT was fortunate that one of its clients offered holding support to help the company set up a healthcare-specific back office transaction processing offering. This is virtually a windfall since healthcare offers insulation against competition, as there are strong entry barriers.

While most healthcare BPO firms start from the provider space, graduating only later to the insurance claims processing space, HTMT has started of in a more lucrative insurance space. Since the insurance claims processing segment is pretty complicated, the training period is long. The classroom training may be just two months but on-the-job training to improve productivity may continue for as long as 12 months.

The claims processing activity includes an eight-step process. The call centre activities would include inbound calls – service provisioning, soft collections, telemarketing and telesurveys. Outbound calls would include marketing, service ticketing, directory enquiries and service ticketing.

HTMT has a 60,000 sq feet facility in Bangalore for staffing 1,000 employees and a roll out of another 75,000 sq feet is being planned. HTMT was ranked second in the ‘Employee Satisfaction Survey’ in a recent issue of Dataquest.

HTMT is planning to get into the banking space as well. Prarthna De Sarkar, chief operating officer, HTMT, has been a banker. He says that India has the best banking domain knowledge and can provide the best BPO services in this area.

Isn’t that spreading oneself a little too thin? Could this ‘everything for everybody’ strategy backfire? Sarkar retorts – GE is doing just fine. They are as diversified as they come.

Here is a strategy that is completely different from Progeon. Moral of the story: There are no right or wrong strategies. You choose a strategy that you are confident of executing. But then Hindujas have always been everything for everybody for nearly 90 years now. If they have succeeded for all those years, they might very well make a success of this one too.
Start-Up Year: 2000
Area of Operations: Processing insurance claims for the health sector, call centre and trying to get into banking apart from IT services
Chief Operating Officer – ITES: Partha De Sarkar
Ownership: Hinduja Group
Approximate Headcount: 1,600
Approximate Revenues: Rs 114 crore (2002-03), Rs 73 crore (2001-02)