Outcome-based AI deals rising: TP CEO

Synopsis

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French business process management firm TP (formerly Teleperformance) is seeing a small but steady shift towards outcome-based pricing of contracts as enterprises seek strategic AI partners and consolidate outsourcing vendors, chief executive Jorge Amar said.

The company, which reported €10.2 billion ($11.54 billion) in revenue for 2025, has so far withstood the pricing pressure seen across the outsourcing industry, he said.

“Historically, the industry was priced in time and materials in some shape or form—price per call, price per ticket, price per position. But now more and more conversations are around outcome-based relationships,” Amar told ET in a virtual interaction. “(These are deals) where we are compensated based on the revenue that we drive, or we retain, or the cost savings that we help enable our customers to capture.”

About 7% of TP's revenue now comes from its 'revenue-as-a-service' business, where contracts are linked to business outcomes such as revenue generation, customer retention or cost savings.

"That's one of the fastest-growing areas for us, where we're seeing clients showing more interest in these types of deals," said Amar, who is in India on his first visit to the country after taking over the top role this year. Companies are also reducing the number of outsourcing providers they work with in favour of a smaller group of strategic partners capable of investing in AI, he said.

"We did see some impact of AI and automation in our trust and safety vertical where we continue to monitor that space. But at the same time, we're seeing increased regulatory pressure from many governments that are putting a lot of emphasis on the impact that AI has on trust, safety and content moderation... so we're also doing some work on helping train AI models on that," he said.

India is home to one of the largest strategic operations for TP, with over 90,000 employees, or nearly one-fifth of its global workforce. The company is now expanding its operations beyond traditional customer support and back-office operations.

"India is a strategic location not only because of delivery capabilities but also because of the technology talent and AI expertise that we can find here. We see more and more work coming to India through AI capabilities like real-time translation, both for voice and non-voice," he said.

In 2025, the company expanded its presence in India with new delivery centres in Mumbai, Chennai and Indore. It plans to expand operations further and add capacity across cities, including Gurgaon, Noida, Jaipur, Mohali, Mumbai and Hyderabad this year. The chief executive did not disclose any hiring targets.

Despite looking to acquire talent, Amar said the company's AI strategy hinges on skilling its workforce. "I don't believe there is enough talent outside that I can onboard to do the kind of transformation we need," he said. "Any transformation will require the reskilling of our own people as well."

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