

PASSPORT COVERS: AN INNOVATIVE BUSINESS START-UP



TCS has leveraged its Passport Service Kendra operations to incubate a new business of manufacturing and selling protective passport covers, which has become a huge success.

THE CONTEXT



TCS has transformed passport services in India in the last decade after it began operating Passport Seva Kendras (PSK). The company currently operates 77 PSKs across India with monthly footfalls of over a million applicants. Its experience in running these centres and feedback from applicants made the company realise the importance of safeguarding passports given that they are prone to damage from repeated use over an extended period of time. However, existing passport covers were of a poor quality or too expensive. Often, they were not available at retail outlets and people could not buy them easily. The company thus spotted an opportunity to sell high-quality protective passport covers from the PSKs.

THE INNOVATION



The TCS team realised that there was an opportunity to turn the 77 PSKs that it operates into a retail market place for selling high-quality passport covers and thereby, generate additional revenues. It incubated the unusual business idea of manufacturing and selling protective passport covers through the 1,200 counters that are run by TCS staff at the PSKs. TCS launched the business in collaboration with Tata International (which has expertise in leather) and created a highly successful venture, which not only generates large revenues but also provides over 1,000 jobs in rural India.

KEY CHALLENGES



BUSINESS RISK

The company addressed this by seeking necessary approvals from the Ministry of External Affairs.

TO SEGMENT THE MARKET TO MEET DIFFERENT NEEDS

Since its 77 PSKs cater to an average 45,000 applicants daily, the team decided to segment the market and designed products to address these different market needs. It got Tata International to develop and manufacture several samples based on its consumer research, which were then reviewed before being finalised.

THE IMPACT



Within 15 months of its launch, the project has generated a total revenue of **₹200 CR** for TCS and Tata International. It has also generated over 1,000 jobs in rural India.