

Business Model Innovation at TutorVista: Personalization and Global Resource Leverage

Is it possible to turn the perceived negative socioeconomic effects of outsourcing in the US economy into a global value-adding tutoring service that leverages global talent? How do you convince American parents to hire tutors from India—tutors whose accents may differ significantly from those of their children? How do you induce these parents to set aside the perceived outsourcing stigma? How do you persuade them to hire a tutor whom they and their children will never meet in person? Is it even possible for students and tutors to establish a personal connection when they are separated by thousands of miles and come from vastly different cultures? Can tutors have a significant impact on their students' academic performance despite these limitations? How does a company that offers such tutoring overcome the cultural and human challenges—let alone the business challenges of technology, demand forecasting, pricing, and training—to convert American students and parents into satisfied customers?

Introduction

Figure 1
Cartoon that Inspired the TutorVista Business Idea



Source: Omaha World-Herald, Jeff Koterba

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