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**2023**

# Is BPO Dead?

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Session in partnership with





# BPO IS DEAD THE DEBATE

proservartner

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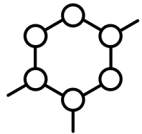


# ABOUT ME AND WHAT WE DO

Deep experts in Finance & HR, outsourcing, shared services, process, technology & change



- Chief Exec and Founder of 100+ boutique consultancy
- Qualified ICAEW chartered accountant with Arthur Andersen
- Worked with Deloitte and Accenture before realising there was a better way!
- Lean Six Sigma Black Belt
- Basic RPA certified developer
- Prince 2, Agile and MSP trained
- Set up over 45 GBS, Shared Services and Outsourcing arrangements
- 3 children under 5, and a Spurs fan!



## Op Model

How can I build a clear “why” statement

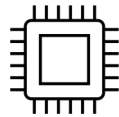
What should my scope, locations, governance, org and process model look like?



## Process

How do I deliver standard processes?

What do I need to do to optimise my processes?



## Technology

Where can technology provide an ROI?

How do I navigate between my ERP, process specific tools and enterprise automation tools



## Outsource Advisory

Should I outsource certain services?

Am I outsourcing efficiently and effectively?

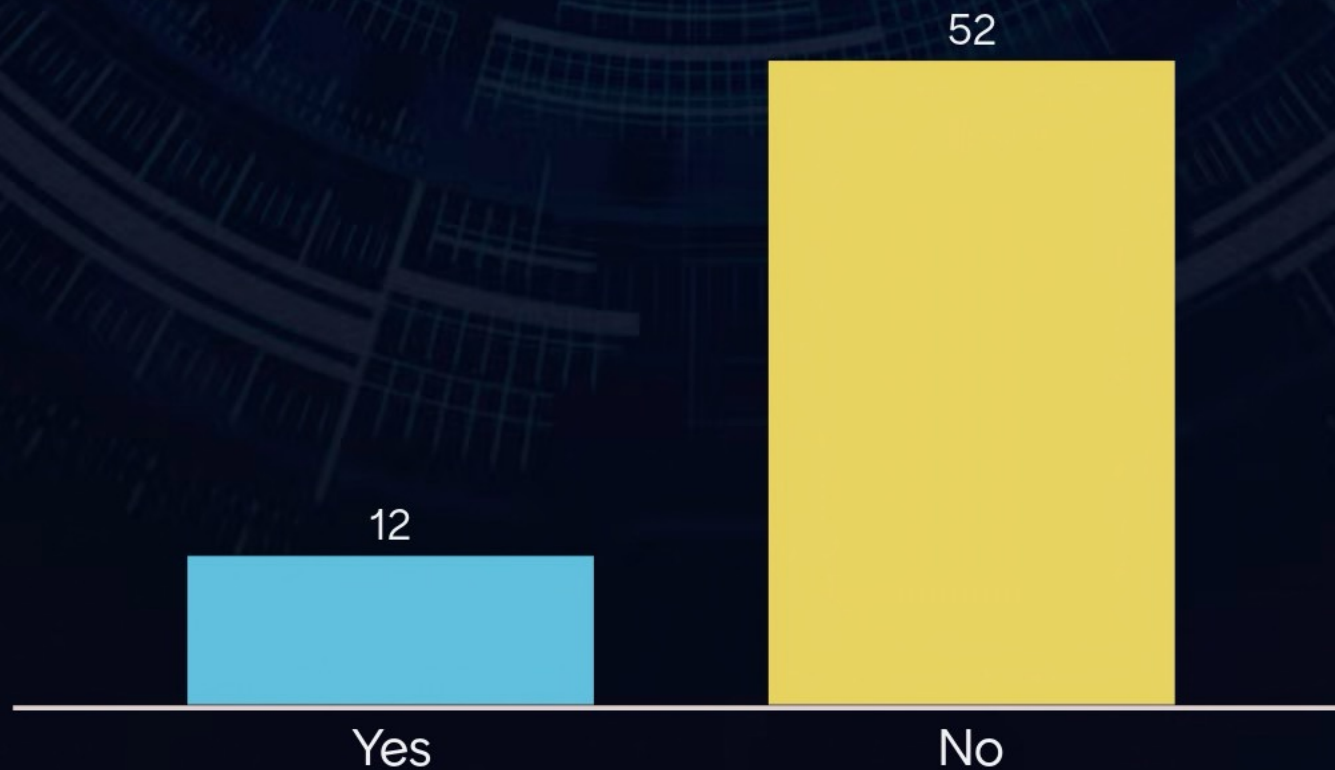


## Change & Training

How do I win the hearts and minds of the organisation?

How can I upskill my teams?

# Is BPO Dead/being read The Last Rights?

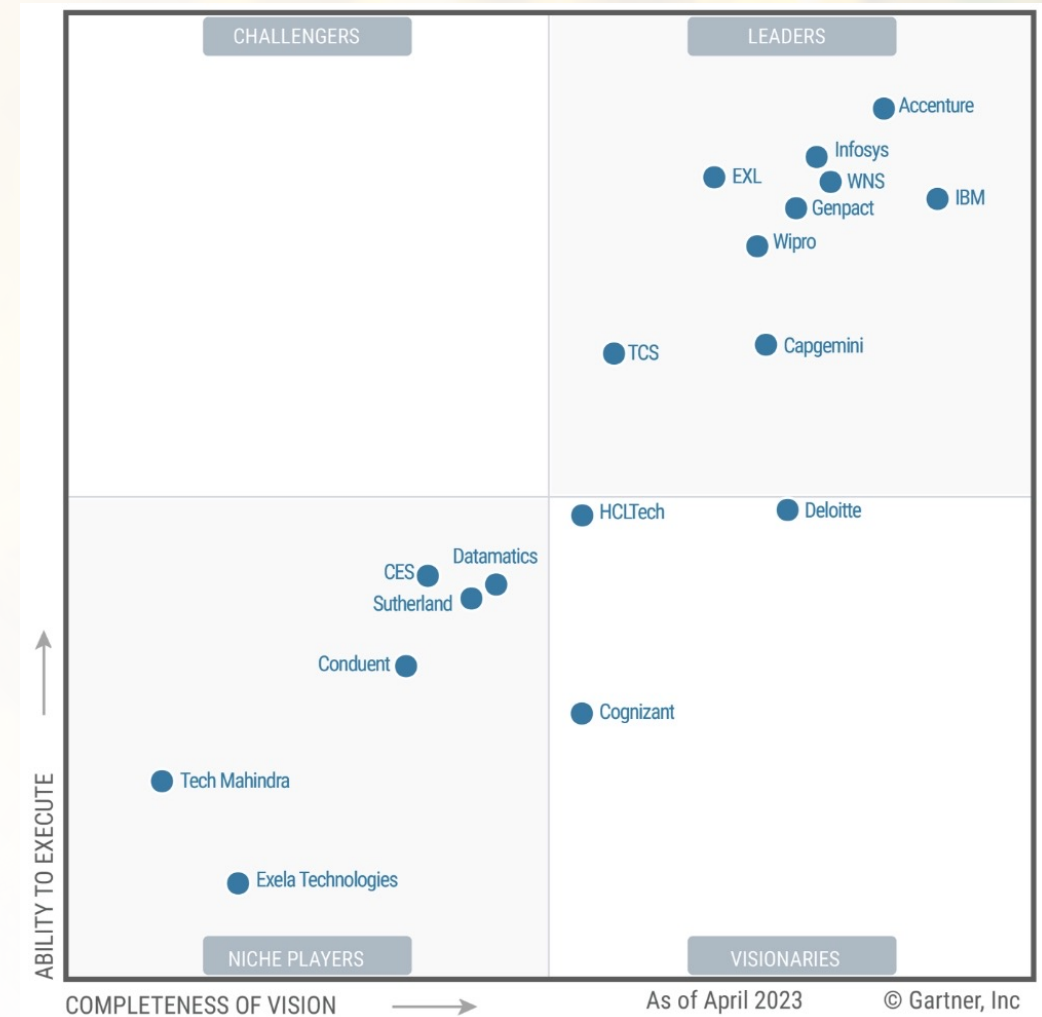
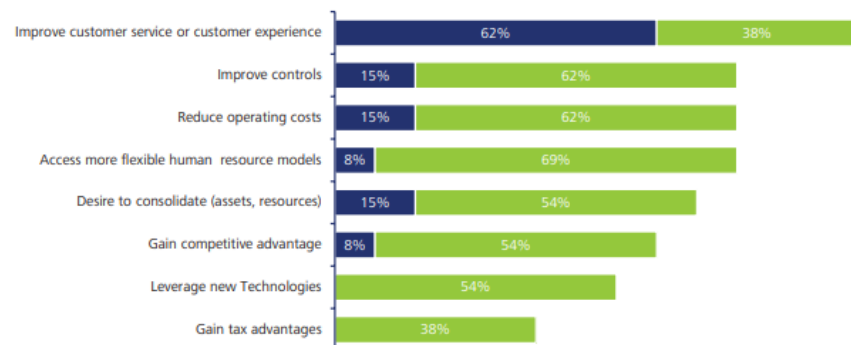




# BPO MARKET GROWTH

BPO Market Report shows an expected growth from the 2022 market of **\$245.9** billion to **\$544.8** billion in 2032, an **8.5% compound annual growth rate (CAGR)**

The paradox, is that **insourcing** is also **growing faster than ever before!**



# INSOURCING EXAMPLES

## Insourced from WNS

- Issues with communication
- Problems with month end
- Challenges with non standard processes
- Limited experience in outsourcing

## Insourced from Genpact

- End of contract
- Quality concerns
- Two centre hybrid model (one captive in Brno and the other outsourced in India) wasn't working
- Challenge to understand the root cause of problems

## Insourced from IBM

- Competence in HR wasn't as strong as "sold"
- Increased headcount due to the need to manage communications and compliance to the IBM contract
- Higher end to end costs, therefore brought back in house

## Insourced from Infosys

- 15 year relationship
- Feelings of complacency with not enough process improvement nor automation
- High attrition on the account
- Need for a new model to provide new impetus and drive the next phase of improvement

## Insourced from Accenture

- New Chief Executive and CFO in the buyer organisation
- Change in strategy to promote in house talent and competence
- Migrating to onshore delivery centres to provide better control
- Ultimately insourcing was a lot more expensive!



## TRENDS IN BPO

1

Customers / Buyers of outsourcing are more demanding than ever before...

**Average price reduction over a 5 year contract is now c45%**

3

Hybrid models continue to grow in popularity...

**Businesses leverage an internal captive with an external BPO**

2

Transaction sizes have decreased..

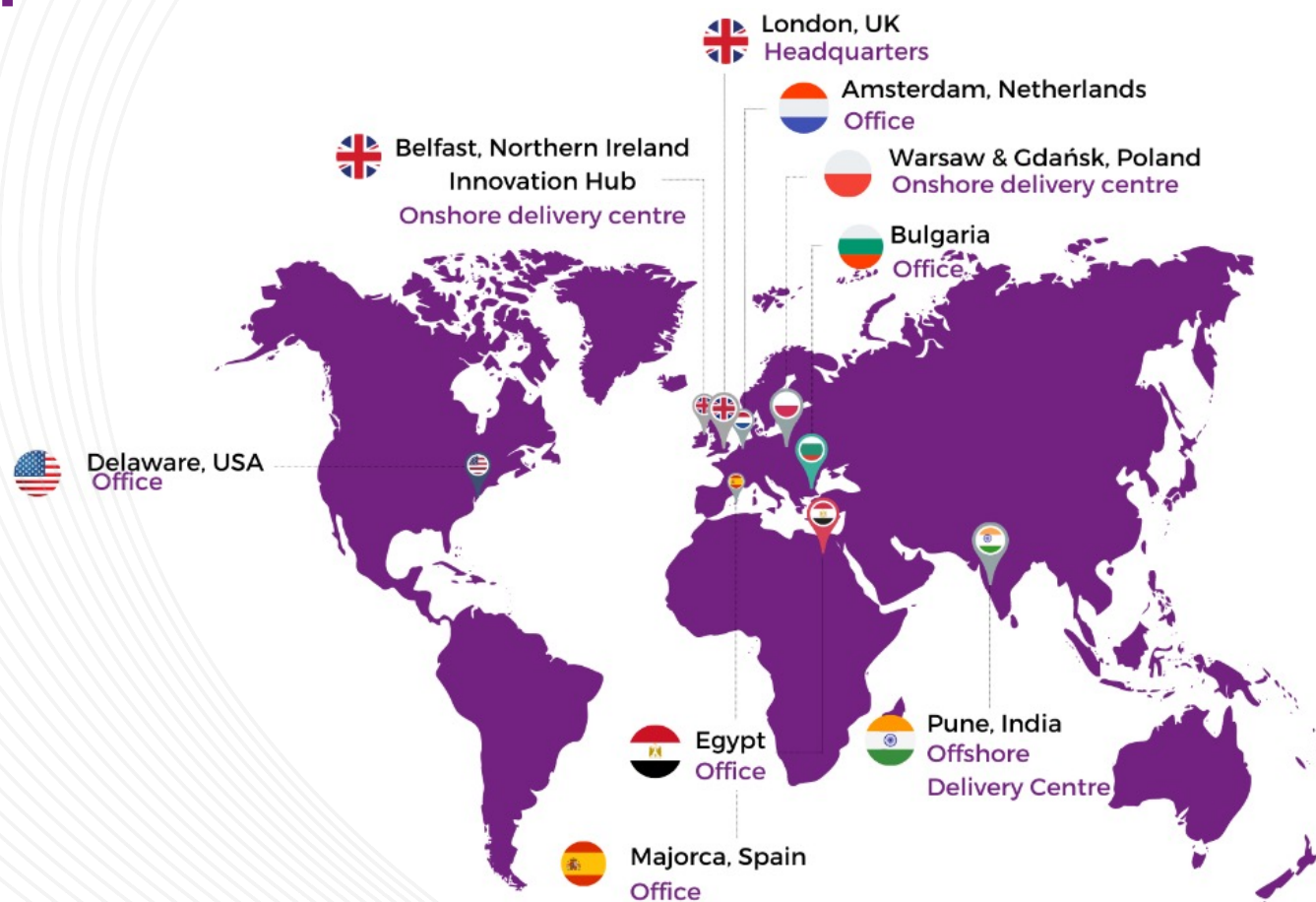
**Average FTE size of contract from 300 FTE to 80 FTE today**

4

Access to technology is key...

**Process mining, workflow, RPA, KPI reporting, reconciliation tools are now common**

# OUR LOCATIONS & CONTACTS

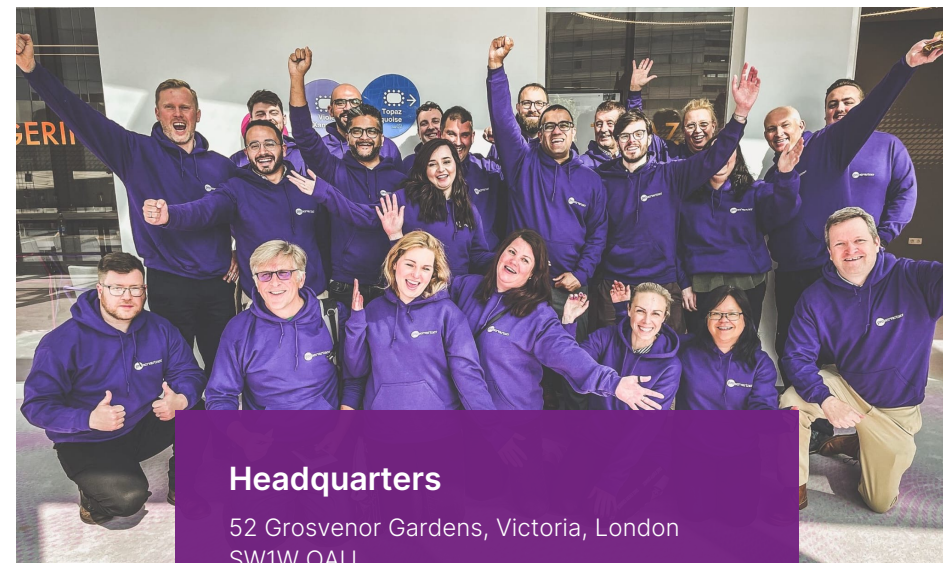


## Best Contacts for...

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## Headquarters

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## Innovation Hub

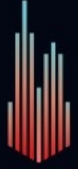
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# The Case for BPO

What have these companies got in common ?





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# A quick case study - Eyjafjallajökull



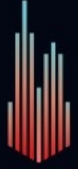
**2010**

- Scalable staffing / extended hours
- Managed claims scope for 6 months

**2023**

- Agile Call Centre response
- Customer Self Service / rebooking automation





# Can BPO stay relevant ?

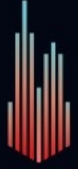
- A brief History of BPO
- Keep innovating ... Global Digital Integration
- Scale, geographical footprint, disaster recovery
- Sharing risk; predictable unit costs + contracted efficiencies
- For the GBS leader - *shop around for the best deal*



# BPO : a leaders checklist

- Is it Core to what I do ?
- Are there issues with quality / talent ?
- Looking at what I do today, is innovation needed ?
- Is the service demand unpredictable / unstable ?
- Do I want transfer some of my risk ?
- Will this impact my clients ?
- Will I improve the *speed / quality / price* mix with an outsourced partner ?





# The case for Captive

- Confidentiality and security
- Lower flexibility / less standardised – if individual approach is a market / Customer strategy
- Short investment cycles – adjustments to the new model may be challenging with the BPO
- Hidden costs
- Management difficulties related to the “unfit couple” (small BPO/big Customer or big BPO/small Customer)

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