Welcome

At a time when the global sourcing market is undergoing significant upheaval due to the impact of new trends and technologies, the Global Sourcing Association is committed to recognising those individuals that work tirelessly to improve industry standards and make sourcing a success on a day-to-day basis.

Within these pages you will find The A List, published by the GSA - an international list of sourcing thought leaders, influencers and practitioners, nominated by those they’ve inspired from across the industry. From evangelists and academics, to international presidents, the A List serves to recognise those that have made exceptional contributions to the positive reputation of sourcing over the past 12 months. These are the genuine trailblazers whose success is derived from their incredible efforts and achievements in the global sourcing industry regardless of brand, budget or organisation size.

The GSA will continue to accept nomination ideas for the 2017/2018 edition. If someone has inspired you with determination and passion worthy of recognition, get in touch with the GSA and make your nomination. With your help, the GSA will recognise those ambassadors that strive for sourcing industry success, and continue to raise the profile of sourcing excellence throughout the world.

In the meantime, our thanks go out to the “A Listers” mentioned here, for their valuable contributions towards the positive reputation of the sourcing industry.

WE ARE SOURCING.
WE ARE THE GSA.
BE PART OF IT.
Our current A-Listers are as follows:

5 Philip Allery, Prescience Outsourcing Limited
6 Cristina Bizzi, Ministry of Justice
7 Dr Paul Jonathan Blantern, Northamptonshire County Council
8 Tony Bocock, Better Buying Concepts France
9 Tom Bridgford, Eversheds LLP
10 Jon Burbanks, Capital One (Europe)
11 Kit Burden, DLA Piper
12 Andrew Burgess, AJ Burgess Ltd / Symphony Ventures Ltd
13 Sarah Burnett, Everest Group
14 Bill Butler DipGSA MBA, BBC
15 John Callachan, DDC Outsourcing Solutions
16 William Carson DipGSA, Teleperformance UK
17 Allison Cartlidge, Sopra Steria
18 Richard Cribb, Ofsure
19 Dr Sara Cullen, The Cullen Group
20 Christopher John Day DipGSA, The Phoenix Group
21 Kevin Devoy, Centrica
22 Wiktor Doktor, Pro Progressio
23 Kristina Drysdale, GSK
24 Martin David Edwards DipGSA, BancTec
25 Italo de Feo, CMS Adonnino Ascoli & Cavasola Scamoni
26 Phil Fersht, HfS Research
27 Stephan Fricke, Deutsche Outsourcing Verband
28 Hilary Gallo, The Power of Soft
29 Pat Geary, Blue Prism
30 Kerry Hallard, Global Sourcing Association
31 Chris Halward, Global Sourcing Association
32 Jim Hemmington, BBC
33 Elias van Hanwaarden, Deloitte
34 John Jorgensen, Shop Direct
35 Deborah Kops, Sourcing Change
36 Dr Mary C Lacity, University of Missouri-Saint Louis
37 Sergei Makedonski, ASTRA Partners
38 Debra Maxwell, Arvato UK and Ireland
39 The Baroness McGregor-Smith, MITIE
40 Richard Mills, Zurich Insurance Company Ltd
41 Dr Stephanie Morgan, Kingston University
42 Rohit Narang, Intelnet
43 Marcos Navarro Alcaraz, Antites
44 Paul O’Hare, Kemp Little
45 Fabrizio Opertii, IDB
46 Ilan Oshri, Loughborough School of Business and Economics
47 Pawel Panczyj, Association of Business Service Leaders
48 Joanna Page, KPMG UK LLP
49 Derek Parlour, DJA Business Solutions Ltd
50 Rosen Plevneliev, President of Bulgaria
51 Ian Puddy, Gartner
52 Adrian Quayle, Avasant
53 Haitao Qi, CITSA
54 Rick Simmonds, Aecus
55 Rachel Stormonth, NelsonHall
56 Kate Vitasek, Vested Outsourcing
57 Terry Walby, Thoughtonomy
58 Grant Whiteside, EE
59 Leslie Willcocks, London School of Economics and Political Science
60 John Willmott, NelsonHall
61 Agni Zygner, Capita Polska
Phillip Allery
Consultant/Legal Adviser
Prescience Outsourcing Limited

Phillip has been working with a retailer to review their supply chain and believes that customers and suppliers will have to become more nimble in future to compete.

**What has been your biggest sourcing-related success within the last 12 months?**
Working for a leading retailer in a group wide review/renegotiation of all their supply chain contracts. Working as part of a combination of legal, procurement, risk and commercial functions. Working together to produce a sensible allocation of risk and reward. Quicker and fairer agreements means ‘win win’ benefits in terms of (i) relationship and (ii) financial benefits to the customer organisation that can be realised sooner.

**What has been your biggest sourcing-related disappointment within the last 12 months?**
I have seen a resurgence of financial services customers: (i) requiring draconian and one sided contracts particularly in the areas of liability and requiring unrestricted rights to exploit supplier IPR/confidential information (which can only add to the price); (ii) not recognising that customers also have responsibilities; and (iii) requiring suppliers to take a very low margin. Tough contracts are one thing - unfair contracts are another.

**How do you think the outsourcing industry will change over the next 10 years?**
I believe that ‘sourcing’ and ‘outsourcing’ will effectively become one area.

I agree with the sentiment at one of the GSA Brexit meetings that Brexit will mean that customers and suppliers having to be more ‘nimble’. I believe that many sectors, including the financial services industry, will have think about how they become more nimble in their procuring/providing of outsourced services. There seems to be some encouragement (or at least acceptance) from the financial regulators in more nimble solutions e.g. cloud.
Cristina Bizzi
Commercial Deputy Director – Head of Shared Service, Oracle licences and Youth Justice
Ministry of Justice

Cristina is a commercial professional with extensive experience in outsourcing, especially in BPO. Cristina has been working for a variety of organisations in different industries, including Central Government, Banking and Oil & Gas.

What has been your biggest sourcing-related success within the last 12 months?
- Improving complex relationships which had deteriorated through historical mismanagement and contracts which were not fit for purpose.
- Focusing on pragmatic delivery as opposed to reacting to political emotions.
- Mentoring a number of talented young women to succeed in the outsourcing field.
- Developing and promoting professional networking across industries.

What has been your biggest sourcing-related disappointment within the last 12 months?
Not being able to deploy innovations commonly discussed throughout industry, due to historic and outdated strategies which still have to deliver on the ground.

How do you think the outsourcing industry will change over the next 10 years?
Ever increasing numbers of organisations will cooperate in building shared centres through a variety of commercial models. The relationships will become more complex and fluid with different organisations playing different roles in unique sophisticated models.

Automation will continue to develop dramatically but we will still see traditional outsourcing services. Mobile Phone applications with integrated functionalities will enable organisations to quickly switch apps and providers. The market will need to adapt as a consequence.

Thanks to technological development, more and more services will be provided remotely. Agents will become true advisors with a drastic reduction of on-site personnel.

The market will separate between small organisations which are able to provide niche services, and giant groups which will be able to support clients across a large variety of services and industries. The On/Off-shoring concept will soon disappear: thanks to evolved technologies, such as voice recognition and automation, services will be provided at the point of resources and not geographically bound, creating a truly global provision.

Tell us something interesting about yourself that is not widely known.
I worked in Nigeria for an oil & gas company, negotiating contracts with local tribes.
Heading up Northamptonshire County Council, Paul has overseen the introduction of an innovative public sector outsourcing strategy hailed by many as the “Next Generation Model”.

**What has been your biggest sourcing-related success within the last 12 months?**
The development of “First for Wellbeing CIC”, a CLG community interest company with the NHS and University of Northampton to provide wellbeing services of £50m+ per annum turnover. I’ve also grown LGSS to include Milton Keynes, and Northamptonshire Health Foundation Trust to a 1725 FTE business.

**What has been your biggest sourcing-related disappointment within the last 12 months?**
Experiencing delay and extra procurement hurdles in creating an innovative e-marketplace venture.

**How do you think the outsourcing industry will change over the next 10 years?**
More and more blurring of partnership vehicles, less formal straight contracts and a move towards shared revenue models.

**Tell us something about yourself that is not widely known.**
I boarded at school and spent my holidays growing up in Menorca!
Tony Bocock  
Director  
Better Buying Concepts France

Tony has been promoting outsourcing at GSA France, increasing members and improving the image of the industry.

What has been your biggest sourcing-related success within the last 12 months?  
Success of GSA France in turning around a declining membership count. Identification of new areas of interest for members: Impact Sourcing, Internet of Things, Robotics and process automation.

The forthcoming launch of the GSA Europe is a significant move forward.

What has been your biggest sourcing-related disappointment within the last 12 months?  
The persistent rejection by French business managers of open discussion of their sourcing projects.

How do you think the outsourcing industry will change over the next 10 years?  
Sourcing is not an industry. Sourcing is a business process that enables companies to discover, identify, qualify and select service providers and applications that enable them to improve their performance. Sourcing is applicable to most business activities and processes if the supplier market develops an offering. Make or Buy studies and awareness on the Buy side will be an important component of company agility to navigate successfully through the sea of innovations coming out of the digital revolution.

In conclusion, successful & agile companies will outsource more.
Tom Bridgford
Partner
Eversheds LLP

Summary: Tom is a Partner in Eversheds LLP, a leading international law firm and recognised by Acritas as a Global Elite Law Firm.

Tom was a pioneer of BPO outsourcing in the 1990s and has a wide ranging practice, with over 25 years’ experience in ITO and BPO, and other outsourcings including global HR transformations, shared services arrangements, logistics and warehousing as well as applications maintenance and development deals. He is client partner for Astra Zeneca and Superdry and also acts for a broad range of clients including banks and other financial institutions, insurance brokers, airlines and global manufacturing businesses in a variety of sectors. Tom has developed an international training programme on managing risk and maximising value in contracts which is highly rated by clients.

Tom is an active member of the GSA, and has regularly chaired GSA round table discussions over the past five years.

What has been your biggest sourcing-related success within the last 12 months?
Tom has been involved in several high value strategic sourcing deals in the last 12 months. Tom and Eversheds have been delighted to support the GSA by hosting a number of events including reviewing the impact of Brexit on outsourcing.
Jon Burbanks
Head of Tech Supplier Management
Capital One (Europe)

Jon is head of tech supplier management at Capital One (Europe) and has been enjoying the benefits of the cloud which he believes will continue to play a major role in the future of the industry.

What has been your biggest sourcing-related success within the last 12 months?
Setting us up to leverage the benefits of public cloud. In the highly regulated financial services industry this is no small task.

What has been your biggest sourcing-related disappointment within the last 12 months?
Some service providers have struggled to anticipate changing client requirements and adapt quickly enough. For example, the move to agile ways of working and the need for more high calibrate onshore / nearshore resource.

How do you think the outsourcing industry will change over the next 10 years?
Organisations will continue to need and will leverage third parties. Increasingly this will be to support and enable Digital business.

Robotics and automation will play an increasingly significant role but sourcing people, particularly high calibrate talent will remain.

The supplier ecosystem will continue to evolve. Who would have predicted 10 years ago that Amazon (AWS) would become a strategic supplier for many buyers. Who will be the next AWS?
Kit has been working hard for DLA Piper, helping a major UK bank finish its cloud based outsource project.

**What has been your biggest sourcing-related success within the last 12 months?**
Helping one of the UK’s leading banks close a major cloud based transformational outsource project, one of the largest and most challenging deals of its type in the financial services sector.

**What has been your biggest sourcing-related disappointment within the last 12 months?**
Brexit for all the unfortunate confusion it will create as to EU related contract provisions and uncertainties for movement of data and personnel.

**How do you think the outsourcing industry will change over the next 10 years?**
The industry in facing fundamental challenges, with the combined impact of cloud based delivery platforms and the capabilities of automation and A.I.. Ultimately, outsourcing will be delivered primarily by software rather than by human beings, and labour arbitrage will largely disappear.

**Tell us something about yourself that is not widely known.**
I ran my first 3 marathons in a span of 10 months, at the grand old age of 46.
Andrew Burgess
Director
AJBurgess Ltd / Symphony Ventures Ltd

Andrew is an avid RPA practitioner and thought leader, who has helped the GSA develop its first RPA qualification.

What has been your biggest sourcing-related success within the last 12 months?
Being able to see robotic process automation come to the fore, from just being an interesting discussion topic, to see it realise its full potential as it is implemented across large organisations.

What has been your biggest sourcing-related disappointment within the last 12 months?
The continued denial of the impact that RPA will have on the outsourcing sector by the majority of the BPO providers. Some are now embracing the technology but others are either ignoring it or just talking about it. If they do not take the lead, then other more agile businesses will move in and be able to provide a much better and more cost-effective service.

How do you think the outsourcing industry will change over the next 10 years?
Automation will play a much bigger role in how services are delivered. This will drive outcome-based pricing, and mean that more services can be delivered onshore with little impact on costs. New types of service providers will see success with an “automate-first” mindset, challenging the dominant position of the BPO providers.

Tell us something about yourself that is not widely known.
I am a part-time DJ. Along with a friend, we organise and run our own gigs playing disco, soul and funk music to discerning audiences under the banner of The Sheen Resistance. We are liberating South West London through the power of disco.
Sarah Burnett  
Vice President  
Everest Group

Sarah has been successfully growing Everest Group’s Service Optimization Technologies (SOT) research which is focusing on automation.

What has been your biggest sourcing-related success within the last 12 months?  
(SOT) research program that is currently focused on automation and its impact on global business services. We launched this earlier this year and already have many subscribers. The content, covers different aspects of the automation market for our clients, including technology and its impact on BPS, ITS, pricing, locations and GIC/shared services. It is research that helps clients make important decisions about how to create a strategy and implement a successful automation program.

What has been your biggest sourcing-related disappointment within the last 12 months?  
I am disappointed in the low number of highly technology-driven distinctive offerings in the global services market. Technology is changing the service delivery model, and this is the right time for service providers to emerge and grab headlines as highly tech-enabled. The fear of revenue cannibalization is still tangible and a barrier to embracing change.

How do you think the outsourcing industry will change over the next 10 years?  
Apart from technology further transforming the way that services are priced and delivered, we will see the impact of Brexit on the European market. This is likely to change the way that service providers operate in Europe and their locations’ strategies. It will depend on the style of Brexit, soft vs hard, and on whether the UK can maintain its current position as the gateway to Europe for service providers.

Tell us something interesting about yourself that is not widely known.  
Once, at a function, I held the FA Cup in my hand and raised it over my head in the triumphant style of our football champions. I was in big trouble with the security guard who had looked away momentarily and, unknowingly, had given me the opportunity to grab the cup.
Bill Butler  DipGSA MBA  
Senior Procurement Business Analyst  
BBC  

Bill has done sterling work throughout the past 12 months honing the BBC’s procurement processes to be more cost-effective, and assisting the GSA in the development of its Corporate Accreditation Programme.

What has been your biggest sourcing-related success within the last 12 months? Coordinating the GSA’s corporate accreditation process and achieving a pass with merit. By taking part in this process it allowed us as an organisation to take a step back from our ongoing activities and objectively assess our outsourcing capability. We obtained insights we otherwise would not have gained, and we are using them to tighten up our processes and enhance our internal life cycle model.

What has been your biggest sourcing-related disappointment within the last 12 months? Although we are making progress with our new life cycle model, the pace of change is slower than I would have liked. Our aim is to create a BBC-wide tool that incorporates all the major functions and departments associated with the outsourcing life cycle. Crafting a model that accurately reflects all stakeholder perspectives can be quite painstaking but we will succeed!

How do you think the outsourcing industry will change over the next 10 years? Former BBC DG John Birt envisaged a future organisation that no longer created its own content but instead commissioned it from a de-regulated free market. Many commentators at the time were scornful as content creation was seen as one of the BBC’s core activities. Fast forward 20 years and more than 50% of non-news content is “outsourced”. In the next 10 years I think more not-for-profit organisations will reassess and refine what their core activities are and potentially outsource the rest.

Tell us something about yourself that is not widely known. Although I have been a BBC employee for nearly 20 years I am relatively new to the world of outsourcing, having spent only five years in Procurement. Prior to this I worked mainly for content making areas in scheduling and logistics, and as a business partner in Corporate Finance. However, I feel I have found my niche here, and my breadth of experience and skills are constantly utilised.
John has 20 years of experience in the outsourcing industry and has been enjoying the challenge of partnering a quickly growing firm.

What has been your biggest sourcing-related success within the last 12 months?
The most strategic one to note is our service growth for GB Energy. We now support over 11 service activities including customer service, email management and social media management. The process is now a hybrid model of technology and people using our global locations in the UK, Philippines and Bosnia. It has not been easy as the client has grown from zero customers to 130,000 within the last 16 months, but the client relationship is excellent.

What has been your biggest sourcing-related disappointment within the last 12 months?
I think the disappointment within the last 12 months has been the same as previous, which is central and local government still not embracing outsourcing to maximise improvement, including cost savings. It is quite amazing that the processes to review and procure differ so greatly. The amount of duplication across the sector can be frightening if you think about the cost impact.

How do you think the outsourcing industry will change over the next 10 years?
I have been in outsourcing for a little over 20 years and whilst there has been great leaps of technical advances I actually haven’t seen a great difference in the approach and the same old barriers, politics and issues still remain. The key then, now and in 10 years will be taking the people on the journey, supporting their transfer to something new, different and in a lot of cases a cultural change. In many cases this is the biggest step that is missed and with further advancements in technology that journey will become harder.
William Carson DipGSA  
Head of Market Engagement  
Teleperformance UK

William is a great speaker and influencer for the outsourcing industry in the UK and beyond. His professional work and production of content on topics such as customer experience, software and automation has benefitted the industry greatly.

What has been your biggest sourcing-related success within the last 12 months?
The standout success in the past 12 months has been the further expansion of the Teleperformance UK onsite outsourcing programme to include Liberty Insurance in Enniskillen, Northern Ireland and the Boots UK Customer Service Centre in Nottingham. As outsourcing models mature, the onsite or “in-sourced” model (where client programmes are managed on the client estate) is creating a new “trust” paradigm for all stakeholders.

What has been your biggest sourcing-related disappointment within the last 12 months?
Behind every great company is a great outsourcer, but it is an interesting metric of success that our industry continues to be measured by how little our unique skills and expertise are acknowledged by the business community they serve. It’s an ongoing disappointment with corporate denial of the intrinsic value of outsourcing on which so many business successes depend, especially as the UK is a world leader in the sector.

How do you think the outsourcing industry will change over the next 10 years?
Outsourcing is the 21st century industrial revolution but I am convinced the term itself will disappear - it will simply be how things get done effectively and efficiently. This will be driven not only by economic common sense but culturally too as Millennials (1980 – 2000) and Digital Natives (2000+) impose their natural proclivity for less structured forms of employment and their desire to engage peer-to-peer to find solutions to problems.

Tell us something about yourself that is not widely known.
In a past life I was sales and marketing manager for a religious publisher and ran a lottery with the top prize of an audience with the Pope! It was very successful.
Alison is head of the service management community at Sopra Steria and is looking forward to the publication of the new BPO standard.

What has been your biggest sourcing-related success within the last 12 months?
This year sees the final completion, and imminent publication, of a new BPO standard, achieved through a fantastic international team effort. This new standard will provide a best practice process reference model and a process assessment model across the BPO lifecycle that can be adopted industry-wide. The standard will enable independent assessment of process capability and organisational maturity for adopting BPO organisations, evidencing ability levels and driving continual improvement.

What has been your biggest sourcing-related disappointment within the last 12 months?
In IT Outsourcing, SIAM (Service Integration and Management) has continued to evolve this year and whilst this is positive, there have been a number of different independent bodies pursuing this. We need to bring together the body of knowledge and collaborate in a cohesive group to achieve industry-wide definition, enabling a consistent approach to terms, principles and integration with other industry frameworks such as ITIL® or COBIT®.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing industry has and will continue to evolve to support business growth, competitiveness and effective operations. Cost control and cost savings will continue to be a fundamental driver, with increasing automation as a key contributor. However, innovation and the opportunities for business value it can deliver, for both the customer and outsourcer, is becoming an increasingly significant factor, often achieved by exploiting technologies advances as they become available.
What has been your biggest sourcing-related success within the last 12 months?
I am a great advocate of developing strong, strategic relationships with key service providers by treating them as an extension of an in-house team, the relationship being supported by a well structured ‘win-win’ contract. Strong governance is also required, especially covering performance, risk and change management, we have supported clients in this area, particularly first time outsourcers, the approach helps both parties achieve success if managed correctly – it’s about doing the basics right.

What has been your biggest sourcing-related disappointment within the last 12 months?
Lack of learning and knowledge management in sourcing still concerns me. Some organisations are on their 3rd/ 4th generation of outsourcing contracts but they still make some large, costly mistakes because they do not have the right processes and mechanisms in place to capture previous lessons. A structured approach to knowledge management is particularly important where there is turnover of employees in the sourcing area.

How do you think the outsourcing industry will change over the next 10 years?
Whilst recognising that some industry sectors are governed by procurement legislation, particularly from EU, the sourcing industry needs to change and reflect the move to be more flexible and agile. Long, drawn out procurement / sourcing events provide no better outcome than a well run agile project, they absorb vast amounts of time, produce a lot of paperwork that most people do not read and cost significant sums of money, in addition, they lead to a frustrated business who just want to get on and get the job done. Control and rigour is important but there has to be a balance.

Tell us something about yourself that is not widely known.
I am Managing Trustee of Kindled Spirit, an anti-human trafficking charity that supports the victims of trafficking, especially children.
Dr Sara Cullen
Managing Director
The Cullen Group

One of the most experienced practitioners and researchers on outsourcing, Sara has consulted to 148 organisations spanning 51 countries, in 190+ engagements worth over $18 billion to date.

What has been your biggest sourcing-related success within the last 12 months?
I developed the strategy and contract that turned around a $45 million per year alliance at New Zealand Defence from a position of formal default to best practice. Implementing holistic, bi-party, outcome-orientated performance drivers, a streamlined governance program based on leadership pairing, and an innovation framework were just a few of the breakthrough practices we implemented. The turnaround was one of the three global finalists in the IACCM Contracting Excellence Awards 2016.

What has been your biggest sourcing-related disappointment within the last 12 months?
My disappointment is rather perpetual when I see year-on-year bad practice from 30 years ago alive and well in current arrangements. Not only does bad practice fail both parties individually and collectively, it’s also the most expensive over the long term. It only takes a bit more strategic thinking about outcomes and management, rather than a focus on executing the transaction. Yet, the same old clauses are copied and pasted around the globe.

How do you think the outsourcing industry will change over the next 10 years?
Organisations are changing from a pyramid structure to one of a diamond. Pyramids are heavily populated with employees, most of whom are at the bottom. Diamonds replace the heavy bottom with third-party providers. In diamonds, outsourcing is core. The rise in importance and dependency means that high-performing outsourcing arrangements are imperative. Those that break through traditional approaches will prevail.

Tell us something about yourself that is not widely known.
Besides encouraging breakthrough practices in my books and publications, and putting into play various deals around the world, I also focus on helping individuals. Mentoring people from providers (sales, delivery) and customers (procurement, legal, operations) to enable them to breakthrough barriers in their careers and contracts is quite an endeavour, yet one of the most exciting when they achieve more than they thought possible.
Christopher John Day DipGSA
Head of Outsource Management
The Phoenix Group

Christopher is chair of the GSA Council for the second year running and is conducting valuable research into building win-win relationships.

What has been your biggest sourcing-related success within the last 12 months?
The pensions industry has just been through the biggest change in a generation – it was great to witness the positive and collaborative work between Phoenix and our partners at TCS, Capita and HCL in response to this challenge.

What has been your biggest sourcing-related disappointment within the last 12 months?
Under the circumstances (of the changes within the industry) – none.

How do you think the outsourcing industry will change over the next 10 years?
Buyers will look increasingly towards quality, innovation and specialist skills as differentiators. Hopefully contracts will evolve “playbooks” to support win-win collaborative arrangements.

Tell us something about yourself that is not widely known.
I just ran the Birmingham 10K in support of Phoenix’s chosen charities London and Midlands Air Ambulance.
Kevin Devoy
Head of Procurement
Centrica

Kevin has been a prominent figure on the outsourcing speaking circuit, sharing insight, knowledge and best practice to the benefit of buyers and service providers alike.

What has been your biggest sourcing-related success within the last 12 months?
Developing and implementing a risk management assurance process for outsourcing with particular emphasis on providing effective oversight and assurance on material outsource arrangements as defined by the FCA.

What has been your biggest sourcing-related disappointment within the last 12 months?
Lack of innovation and focus on continuous improvement still shown by suppliers in the industry.

How do you think the outsourcing industry will change over the next 10 years?
More consolidation in the supplier base, cloud computing outsourcing, outcome pricing and automation/robotics. I think buyers will be looking for more end-to-end solutions, ITO/BPO/front office consolidation all being examples. India will remain a powerhouse for outsourcing but other locations will threaten - China and Russia will continue to gain traction. I also believe that outsourcing as a discipline from a procurement perspective will become a more recognised vocation just as marketing, IT and similar professions are.
Wiktor Doktór
CEO
Pro Progressio

Wiktor is CEO of Pro Progressio and has impressed the industry thanks to the Outsourcing Stars Gala attracting international interest.

What has been your biggest sourcing-related success within the last 12 months?
There are two major outsourcing successes from the last 12 months – we have made www.outsourcingportal.eu/en to become not only Polish but the International web platform dedicated to outsourcing industry. The second success was changing Outsourcing Stars Gala from local Polish event to International event. This year we had 300 delegates from 15 Countries who could share the outsourcing know-how during large outsourcing networking event.

What has been your biggest sourcing-related disappointment within the last 12 months?
I believe the biggest outsourcing-related disappointment is that European schools and colleges do not follow business needs when it comes to changes in the education profile. There is a strong need for experienced IT specialists for ITO projects and need for German speaking employees to support German market – but universities are not too willing to introduce changes to education programs fast enough.

How do you think the outsourcing industry will change over the next 10 years?
I strongly believe there will be increased need for outsourcing services, although in more advanced areas including KPO (Knowledge), LPO (Legal) and other areas. Also RPA (Robotics Process Automation) will develop in much faster way and on larger scale. From global perspective I strongly believe this is CEE region which will develop faster than Asian, African or South American markets. We should expect also significant changes on TOP BPO Worldwide locations list.

Tell us something interesting about yourself that is not widely known.
Among various activities I and my team run is complex approach to promote the best outsourcing practises. We have started with building strong and well recognized outsourcing industry media, which are www.outsourcingportal.eu and Outsourcing&More Magazine. We have developed the www.Best2Invest.org web platform and also created unique outsourcing business networking event Outsourcing Stars. From one side I am an outsourcing big fan and fully committed to the industry growth and development, from the other I love to dive and have a glass of good whiskey on the rocks.
Kristina has been focusing on better, closer relationships with suppliers, delivering massive savings for GSK.

What has been your biggest sourcing-related success within the last 12 months?
By focusing on supplier collaboration, simplification and changes to commercial models, my team has increased savings delivery by over 400% within one year. We also created an extensive SRM Programme focusing on developing the relationship with our strategic outsource partners, which resulted in a significant increase of stakeholder satisfaction.

What has been your biggest sourcing-related disappointment within the last 12 months?
The biggest disappointment is when vendors over-promise and under-deliver. I prefer suppliers who know their limitations and concentrate on their areas of strength. My advice to vendors would be to be open and transparent about your capabilities. This builds trust and in return will grow your business.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing industry has changed so much over the last 10 years. We have come a long way from being perceived as a purely tactical function to a highly strategic one – recognising that Procurement can have a real P&L impact. The next 10 years will be an exciting time for us: We will see the rise of automation and artificial intelligence. This will require Procurement to develop new skills and will have a significant impact on everything we do – from negotiations to contracting.
Martin has made excellent contributions to the outsourcing industry, not least by helping the GSA with the Global Sourcing Standard, the definitive guide for sourcing best practice globally.

What has been your biggest sourcing-related success within the last 12 months?
I volunteered to contribute to the GSA's Global Sourcing Standard to reflect changes in sourcing best practice, working extensively with GSA members in the client-side and buyer-side communities. The Global Sourcing Standard is a practical toolkit for anyone involved in outsourcing and a core foundation for the GSA's qualifications and CPD programmes.

What has been your biggest sourcing-related disappointment within the last 12 months?
I would have liked to facilitate more knowledge-sharing between GSA members, building on the success of the Global Sourcing Standard. Watch this space to see if we can address this over the next year!

How do you think the outsourcing industry will change over the next 10 years?
The trends we identified in the Global Sourcing Standard to watch over the next 10 years include the widespread adoption of robotics and automation, increased regulatory oversight of outsourcing contracts and disruption by new entrants from other industries. Outsourcing is a highly dynamic and competitive industry full of talented and bright people, so it won’t stay still for long.

Tell us something about yourself that is not widely known.
I am a secret hippy and enjoy communal drumming in Hyde Park on summer Sunday afternoons with many folks who know nothing about outsourcing.
What has been your biggest sourcing-related success within the last 12 months?
Advising Infogroup (company of the Intesa Sanpaolo Group) in connection with several sourcing agreements relating to the implementation of new e-invoicing and digital archiving services to some of the main Italian banks and governmental organizations. I assisted the client on all relevant banking, financial services, e-signature, public procurement, regulatory and contractual issues. The services supplied by Infogroup involved a complete change in the customers’ procedures relating to the management and archiving of their documentation and we assisted our client in delivering successful solutions to its customers in a very short period of time.

What has been your biggest sourcing-related disappointment within the last 12 months?
The sourcing industry is very active and I have not had any disappointment in the last 12 months. I am very glad to continue to advise my clients on this exciting environment.

How do you think the outsourcing industry will change over the next 10 years?
Several disruptive trends have affected the industry in the recent years and will continue to drive change in next year as well. One of them relates to standardization and cloud computing, affecting in one way or the other most major sourcing deal. The accelerated rise of robotics automation will be another key factor in the following years. Finally, multi-sourcing, SIAM (Service Integration and Management) models and outcome based contracting, with contract remuneration focusing on the output and results (business outcomes), rather than on the effort needed to achieve them, are other trends which I expect will characterise the sourcing industry in the next years.
Phil has a well-deserved reputation as a forward-thinking analyst, recognised around the world for breaking new ground within the outsourcing and as-a-Service markets.

What has been your biggest sourcing-related success within the last 12 months?
HfS Research coined the term “As-a-Service Economy” which has moved the industry in a direction more oriented toward client needs and the future of business in general.

What has been your biggest sourcing-related disappointment within the last 12 months?
Service providers still talk a good game but fail to deliver on their promises. At the same time clients are too happy with the status quo.

How do you think the outsourcing industry will change over the next 10 years?
The introduction of the wider use of robotics and digital technology will make the outsourcing industry unrecognisable in 10 years. In fact, the term outsourcing won’t be relevant.

Tell us something about yourself that is not widely known.
I was a club DJ in London in my younger years.
Stephan Fricke
CEO, Head of Advisory Board
Deutscher Outsourcing Verband
(German Outsourcing Association)

Stephan has been witnessing improvements in outsourcing co-operation with foreign service partners and can see the digital economy continuing to dominate the industries future.

What has been your biggest sourcing-related success within the last 12 months?
We have seen significant improvements of the acceptance of co-operations with external, specifically foreign service partners in our and other market analysis, and in feedbacks from practitioners, consultants and service providers. Feedbacks show, that our initiatives and our information services such as the Outsourcing Journal that is focusing on shared knowledge were contributing to the better understanding of the opportunities and models and also to more transparency within the ITO and BPO services industry.

How do you think the outsourcing industry will change over the next 10 years?
For our markets (DACH) we expect a stable increase in IT and business process outsourcing, specifically in co-operations with foreign service partners. We see that decision makers gain a better understanding of the outsourcing opportunities and on the other hand more and more mature service providers enter our markets.

In addition we also see that the economical environment, which causes lack of qualified IT and back office talent is not going to change to the better in the near future.
Through his book *The Power of Soft* Hilary has unveiled an innovative way to approach negotiations which all outsourcers should take note of.

**What has been your biggest sourcing-related success within the last 12 months?**
That I managed to publish a book which starts with a story about an outsourcing deal being negotiated in Coventry in the mid-90s.

**What has been your biggest sourcing-related disappointment within the last 12 months?**
That, as far as I know, we still haven’t really cracked the multi-tower service integration model.

**How do you think the outsourcing industry will change over the next 10 years?**
At its heart, outsourcing is a creative, people-based business and it will increasingly divide between those that really get that and those that don’t.

**Tell us something about yourself that is not widely known.**
I once managed to sink a racing yacht as skipper. All of us survived but I learnt a lot from the experience.
Pat Geary  
Chief Marketing Officer  
Blue Prism

Pat has done great work promoting automation software among outsourcers. He even coined the term robotic process automation (RPA), a term now widely used in the industry and beyond.

What has been your biggest sourcing-related success within the last 12 months? Working with the tech-savvy service providers who are prepared to adopt RPA and change their business models.

What has been your biggest sourcing-related disappointment within the last 12 months? How some of the asset-heavy service providers have adopted low-cost desktop scripting tools and have positioned them as “robotics” to their clients.

How do you think the outsourcing industry will change over the next 10 years? The industry has to embrace the new service models and embrace transformational technology, and not tinker around the edges.

Tell us something about yourself that is not widely known. I’m a keen follower of Wolverhampton Wanderers Football Club!
Kerry Hallard  
CEO  
Global Sourcing Association

Kerry has developed and driven numerous game-changing, thought-leading programmes, promoting talent, professionalism and standards for the outsourcing industry in the UK, Europe and beyond.

What has been your biggest sourcing-related success within the last 12 months?  
Getting the GSA’s Global Sourcing Standard off the ground! The Standard is the cornerstone of the GSA’s ongoing campaign to help individuals and organisations become more effective, whilst improving the industry’s reputation. The support from the global sourcing industry has been overwhelming, with other Associations very keen to be involved in its future development. It’s inspiring to see such unity and illustrates just how progressive the sourcing industry really is!

What has been your biggest sourcing-related disappointment within the last 12 months?  
It’s got to be the lack of adaptability across the service provider community. I’ve had an unprecedented number of conversations over the last 12 months with buy-side members citing their frustrations with the lack of proactivity from their partners to bring innovation and automation to the table, or to work more flexibly around the terms of the contract. Given the number of years we have been talking about the importance of the relationship and collaborative approaches, it’s such a shame to see this not consistently being well practiced!

How do you think the outsourcing industry will change over the next 10 years?  
The industry will grow but morph at the same time, revealing a very different ecosystem of players. Right now traditional outsourcing is on a collision course with digital. It is those that adapt quickest who will thrive. Global delivery will become more blended, standards will prevail, and the industry will be recognised as a profession in its own right. Changes will also abound across delivery models and contracting - people will remain the number one issue, as softer skills continue to come to the fore!

Tell us something about yourself that is not widely known.  
When in the Territorial Army I mastered changing the magazine in a rifle within seconds!
Chris Halward  
Director of Professional Development  
Global Sourcing Association

Chris has put his extensive professional development experience to good use over the last 12 months, travelling internationally to help organisations build effective, trusting outsourcing relationships.

What has been your biggest sourcing-related success within the last 12 months?
Improving relationships between outsourcing buyers and suppliers is recognised as the critical success factor in outsourcing well, and as a difficult issue to manage successfully.

We developed the GSA Relationship Day to help organisations address this important issue, and I am delighted at how Relationship Days are taking off around the world and making a positive impact on the quality of outsourcing relationships. Relationship Days have been requested in the US, Europe and Australasia over the next few months, so it’s going to be a busy but exciting time coping with the demand.

What has been your biggest sourcing-related disappointment within the last 12 months?
The continuing poor quality of the outsourcing debate around the world. It is no wonder that outsourcing has a poor reputation when there is so much disinformation out there. From “outsourcing is the same as offshoring” and “public sector outsourcing is the same as privatisation” (it really isn’t), to kneejerk sourcing strategy based on the fallacy that outsourcing is either always a good thing or always a bad thing.

How do you think the outsourcing industry will change over the next 10 years?
What won’t change is the importance of building collaborative, trust-based relationships. My sense is that as we continue to develop the competencies, processes and systems needed to make relationships between organisations successfully add value, there will be much more outsourcing between organisations. There are many sectors that have yet to realise the benefits of collaborating with other organisations through an outsourcing relationship.

Tell us something about yourself that is not widely known.
I helped establish the first 24-hour UK building society call centre in the early 1990s.
Jim has led the BBC through corporate accreditation with the GSA this year, achieving significant cost-savings, and published popular research into the value of transparency in outsourcing partnerships.

What has been your biggest sourcing-related success within the last 12 months? A new contract for finance services will create significant savings for the BBC and help fund future challenges. We have worked closely with the market to understand how new technologies and processes centred on automation could be deployed to reduce costs significantly, while improving efficiency and the overall user experience.

What has been your biggest sourcing-related disappointment within the last 12 months? The scope and speed of bringing innovation into our existing relationships has sometimes been slow in coming. This can be compounded by seeing obvious progression in the market, but contractual arrangements not keeping pace with the speed of deployment into our service provision.

How do you think the outsourcing industry will change over the next 10 years? Outsourcing will continue to thrive, new technologies will change the profile of organisations that serve the industry and service providers will need to be proactive in exploiting technologies and understanding their client’s changing priorities. Service providers are likely to be very agile organisations, with lower fixed costs and more flexible operating models to adapt quickly to change.

Tell us something about yourself that is not widely known. I organised the arrangements for the reception held at the Banqueting House in Whitehall for the official guests - royals from around the world, prime ministers and presidents - attending Charles’ and Diana’s wedding.
Elias work at Deloitte has been saving clients’ money and facilitating the growth of finance shared services centres.

What has been your biggest sourcing-related success within the last 12 months?
Providing the basis for ramping-up of two Finance Shared Services Centres from pure Finance to a GBS in Szczecin and TriCity respectively, involving the creation of 400 additional positions and generating savings of over EUR 12,000,000 annually to my clients.

What has been your biggest sourcing-related disappointment within the last 12 months?
Seeing a 400 FTE FSSC project being shot-down by a works council for a client that operates in a decreasing-margin business.

How do you think the outsourcing industry will change over the next 10 years?
Technological advancements and increased customer-centric services will herald-in a new generation of providers. In parallel, RPA will lead to commoditisation and cloud-based solutions for processes that now importantly rely on human intervention. These trends will change the “lay-of-the-land”, regressing wage cost as location selection driver. Whether this means a “return of the high-cost locations” depends: can they offset the aging of their populations and create workforces with strong STEM skills?

Tell us something interesting about yourself that is not widely known.
My first shared service location study dates back to 1993 when we successfully made the case for an energy company to nearshore F&A to Krakow.
John Jorgensen
Senior Commercial Manager
Shop Direct

John has over 15 years of commercial management experience and is working to make Shop Direct a world class digital retailer.

What has been your biggest sourcing-related success within the last 12 months?
Supporting key stakeholders in Shop Direct across Customer Service, Telco / IT and Supply Chain functions with strategic supplier relations that underpin the company’s ambition to be a World Class Digital Retailer.

What has been your biggest sourcing-related disappointment within the last 12 months?
Just in general terms, managing strategic trading relations (on the buy or sell side) is about…..relations. Therefore any trading relationship that may break down (think GSA Lifecycle), or deliver key objectives from that relationship, whilst in any event being managed professionally, I would find personal disappointment in – ‘sustainability’ is not a fad!

How do you think the outsourcing industry will change over the next 10 years?
It will face significant transformation over the next decade through multiple strands of technologies, which presents opportunity, and risk. Those with the skill-sets that remain in demand will survive, those with the ability to project value-add to the CxO level will thrive.

Tell us something interesting about yourself that is not widely known.
I once bought an old bike off ebay, took the overnight train up to John O’Groats, and cycled to Land’s End on my own (the length of the UK, c900 miles). Great de-stresser!
What has been your biggest sourcing-related success within the last 12 months?
Taking a not for profit BPO that I founded—Liberty Source—to a sustainable level.

What has been your biggest sourcing-related disappointment within the last 12 months?
I am disappointed in the providers’ move up the maturity curve, especially when it comes to EQ. Clients increasingly want to work with those who lead from behind, who are aligned, who are mature, who are culturally adept, and who have business savvy. The era of the provider is smartest person in the room is long gone, yet I don’t think providers recognize that fact.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing industry as we know it will likely disappear. Outsourcing is a tool now, not an industry. It has been subsumed by business model design.

Tell us something interesting about yourself that is not widely known.
I am trained as an architect.
Mary works at the University of Missouri-Saint Louis and has co-authored Service Automation: Robots and the Future of Work, a study of the effects of automation on business.

What has been your biggest sourcing-related success within the last 12 months?
Taking a not for profit BPO that I founded—Liberty Source—to a sustainable level. As an academic, my greatest 2016 success has been the creation and dissemination of original research conducted with my co-author, Professor Leslie Willcocks. We are studying how service automation is transforming business services and how this is disrupting sourcing models. We launched our book launch, Service Automation: Robots and the Future of Work, at the Outsourcing World Summit during a keynote speech. We have disseminated this work also through articles and excerpts in such places as the Harvard Business Review, Sloan Management Review, Professional Outsourcing Magazine, to name but a few. I have been interviewed by the Economist, USA Today, and other media outlets. I have given keynote speeches to audiences of up to 800 people, including Cognizant Community, Blue Prism Partner World, Shared Services Outsourcing Network, Society of Information Management, Gateway to Innovation and many more.

What has been your biggest sourcing-related disappointment within the last 12 months?
None—this has been an exciting year as we have worked with and studied clients, providers, and advisors on reconfiguring and reimagining services in the face of automation.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing of service landscape will look very different from today. Technologies like Blockchain and automation technologies will disrupt many behemoths; These technologies will increasingly alter the underlying economics of service deliver by reducing transaction costs, creating more transparency while protecting privacy, and speeding delivery. Highly skilled labor will remain an important component of service delivery, but lower-level workers will no longer be the largest cost component. It will be a race to see if new entrants grab most of the market share or if the large service providers can nimbly adapt.
Sergei’s work with ASTRA is leading Russia’s services and outsourcing industry forward, improving sourcing practices across the country and internationally.

What has been your biggest sourcing-related success within the last 12 months?
During last 12 months ASTRA has greatly increased international activities with sourcing and services associations in BRICS+ nations. We worked to sign the Global Sourcing Silkway Initiative (GSSI) this year to exchange best practices of state support of national services industries, as well as services exporters, to promote international standards of professional education and certification, and jointly build global services value chains based on local expertise and experience!

What has been your biggest sourcing-related disappointment within the last 12 months?
The current economic crises in Russia have led to cuts of personnel across the services and outsourcing industry, and market players have cut their expenses on marketing and R&D activities.

How do you think the outsourcing industry will change over the next 10 years?
Locally, I expect the development of the service-oriented economy in Russia as well as the general diversification of the national economy, not to mention democracy, liberal economy, SMEs and globalisation.

Globally, I’m sure “robotisation” will continue to increase automatisation of service production and delivery, the internet of things will continue to kill machinery and equipment industries to transfer traditional product businesses to services, and the role of customer experience in the services industry will increase its stance as the most important competitive advantage in the “age of the customer”.
Debra Maxwell
CEO CRM Solutions
Arvato UK and Ireland

Debra has been working for Arvato UK and Ireland to secure major deals and provide more jobs after the company relocated to Slough.

What has been your biggest sourcing-related success within the last 12 months?
Securing a five-year partnership to provide multi-channel customer services for the BMW Group in the UK and Ireland and creating an additional 200+ jobs, on top of our already 400+ strong Slough-based workforce. The availability of talented candidates and our strong partnership with Slough Borough Council were key factors in our decision to relocate our UK and Ireland headquarters to Slough in 2014, and we’re proud to be in a position to create more local employment opportunities.

What has been your biggest sourcing-related disappointment within the last 12 months?
As an international company with a strong presence in the UK, Britain’s impending exit from the EU raises political and economic uncertainties for us all. Irrespective of the Brexit decision, the UK remains a very important market for Arvato and our parent company Bertelsmann.

Bertelsmann employs around 5,500 employees in the UK, and will continue to invest in its businesses here while at the same time, remaining committed to preserving a shared European cultural space and common European standards.

How do you think the outsourcing industry will change over the next 10 years?
Technology has and will continue to drive consumer expectations, which in turn influences the way services are delivered, for both public and private sector organisations. Outsourcing will continue to move away from the traditional BPO model, which is focused on cost cutting, towards businesses working in partnerships or buying “as-a-service” type offerings, leveraging third party expertise to drive better outcomes and deliver sustainable and profitable business growth.
Ruby McGregor-Smith is the Chief Executive of Mitie Group plc, the strategic outsourcing company. She joined Mitie in 2002 and was appointed as CEO in 2007. She is one of a small number of women holding the position of Chief Executive in the FTSE 250 or FTSE 100 and is the first Asian woman to be appointed in such a role within that group of companies. Since joining, she has seen Mitie grow its revenue from £0.5bn to over £2.0bn, continuing its unbroken track record of profit and revenue growth.

What has been your biggest sourcing-related success within the last 12 months? That’s not an easy question! Always the recognition our people receive – whether through our own Mitie Stars programme or external recognition such as from RoSPA, BIFM or the Carbon Trust. I’m very proud we were recognised as the leading brand in the industry by iFM, as well as the company that is the most innovative and that invests most in our people.

What has been your biggest sourcing-related disappointment within the last 12 months? The impact of an uncertain economy.

How do you think the outsourcing industry will change over the next 10 years? Technologies will no doubt play an increasing part in services provided for clients. This will enable even greater efficiencies but more importantly will mean the people on site will be able to focus on more personalised, value add work and to really invest in building greater partnerships.

Tell us something interesting about yourself that is not widely known. I am a mum of 2, who loves to spend time outside – either in my garden or going for 5-8k runs.
Richard Mills
Head of UK Outsourcing & Supplier Management
Zurich Insurance Company Ltd

Richard is an authority on RPA initiatives from the buyer’s perspective. He assisted the GSA with the development of its first RPA qualification.

What has been your biggest sourcing-related success within the last 12 months?
Successfully leading and negotiating Zurich’s robotics work to establish our Automation Programme within our offshore BPO supplier operations.

What has been your biggest sourcing-related disappointment within the last 12 months?
I am always disappointed when a supplier fails to innovate or anticipate future trends – this is a core part of the outsourcing proposition.

How do you think the outsourcing industry will change over the next 10 years?
Advancements in technology will remove the need for BPO as we know it (as digital increases the scope for automation) and we will see a rapidly growing KPO sector and boundaries being challenged as to the art-of-the-possible.

The increased focus on the customer to drive incremental life-time value will mean leveraging digital and technological solutions to a much more tailored customer offering – supported by a wider variety of niche suppliers.

Tell us something about yourself that is not widely known.
I have an active interest in Neuro Linguistic Programming and trained as a Master Practitioner a few years ago.
Stephanie of Kingston University has been working on the issues of people coming together to work from different groups.

What has been your biggest sourcing-related success within the last 12 months?
Speaking at an operations management conference about the human side of outsourcing and issues with people working together from different groups. It raised a lot of interest in an area I believe does not receive enough attention.

What has been your biggest sourcing-related disappointment within the last 12 months?
The fact that so many people at the conference still seem to see the people aspects of outsourcing as not really their concern, despite substantial evidence that it is these areas that can reduce (or enhance) the chances of success.

How do you think the outsourcing industry will change over the next 10 years?
I believe there will be more focus on robotics and automation but also that these very aspects will make getting the people side right even more important.

Tell us something about yourself that is not widely known.
I have recently taken up archery and realise how much it helps to get a clear focus on something completely different – as an Occupational Psychologist I often tell others about the need for some ‘down-time’ but have had a tendency to ignore the advice myself!
Rohit Narang  
Chief Operating Officer  
Intelenet

**What has been your biggest sourcing-related success within the last 12 months?**
Despite the challenges of Intelenet being relatively unknown in the UK, one of my biggest successes in the last 12 months was to establish an onshore sales and BD team for Intelenet in the space of three months. This enabled us to create a solid sales pipeline and has resulted in three new contracts that are in the final stages of the sales process.

**What has been your biggest sourcing-related disappointment within the last 12 months?**
The sales cycle in this industry can be lengthy and one of my biggest disappointments has been to lose a fairly large deal in the final stage. Nevertheless we continue to learn from such experiences and are focusing on the many deals that we currently have in the pipeline.

**How do you think the outsourcing industry will change over the next 10 years?**
I predict that the outsourcing industry will witness a significant number of changes in the next decade. Robotics and next-gen solutions will bring about a steep shift within the industry. Employing ‘self-service’ technology, simple transactions and queries will be resolved by the customer, meaning that only complex transactions and work types will be referred to the service provider.

**Tell us something interesting about yourself that is not widely known.**
Apart from heading up the UK and European markets for Intelenet, I like to spend my free time in my kitchen experimenting and creating exciting new dishes.
Marcos has been working at ADIGO to redefine a multinational management service model.

What has been your biggest sourcing-related success within the last 12 months? Define IT Sourcing function, Redefine a multinational Application Management Service Model (based in Theory of Constraint -TOC approach) to outsource it to one provider, advising them in old sourcing life cycle.

What has been your biggest sourcing-related disappointment within the last 12 months? Some maturity level in buyer and provider sides

How do you think the outsourcing industry will change over the next 10 years? Robotics and AI will impact in BPS changing service model, contacts and agreements

Tell us something interesting about yourself that is not widely known. I play double-bass, bass and blues harp in a band
What has been your biggest sourcing-related success within the last 12 months?
Together with my colleagues at Kemp Little, developing and launching Kemp Little’s sourcing consultancy practice. Working alongside our existing sourcing legal practice, this has enabled us to deliver a genuinely end-to-end sourcing advisory service, offering complete project lifecycle support to our supply-side and customer-side clients.

What has been your biggest sourcing-related disappointment within the last 12 months?
Seeing a large (several 100 million pounds) infrastructure outsourcing project shelved as a result of Brexit.

How do you think the outsourcing industry will change over the next 10 years?
Automation and cognitive computing (AI), already a feature of the market, will play an increasingly important role in sourcing deals, as the investment currently being made by service providers in these areas starts to bear fruit. Partly (though not exclusively) as a result of this, we’ll see a greater emphasis on outcome-based contracting and risk/reward models – certainly in the more strategic outsourcing deals. Multi-sourcing (already commonplace) will be the de facto model for most sourcing strategies, and we’ll see significant growth in the number of specialist SIAM (service integration and management) providers.

Tell us something interesting about yourself that is not widely known.
I’m an avid Gaelic football fan, having played at inter-county level in my youth. Sadly my involvement nowadays is strictly limited to armchair participation…
Fabrizio Opertti  
Chief, Trade and Investment Division  
Inter-American Development Bank (IDB)

What has been your biggest sourcing-related success within the last 12 months?
The results of IDB’s loan programs in the global services sector in LAC countries, such as the one in Uruguay, where 91 training programs called “finishing schools” were financed, with over 400 new jobs created. Additionally, Outsource2LAC is the largest services sector event in the region and in 2015 facilitated 446 business meetings generating over US$ 50 million in actual and expected business deals. The growing services community within ConnectAmericas.com, the first social network for businesses in the Americas, has more than 1000 members and more than 540 from the BPO segment.

What has been your biggest sourcing-related disappointment within the last 12 months?
Recent campaigns advocating for a shift away from regional integration as well as from trade and services globalization among some of the world’s most prominent economies. These stances can be burdensome for both entrepreneurs and consumers, as they can hurt incentives for further innovation that can deter economic growth, while simultaneously posing threats to the global services industry’s unprecedented dynamism during the last several years.

How do you think the outsourcing industry will change over the next 10 years?
In overall terms, automation trends will shift the outsourcing industry towards higher value-added segments. Disruptive technologies such as advanced robotics, chatbots and the Internet of things and the Internet of me will evolve into the complete personalization and automation of services as a function of user’s needs, profiles, and preferences. I also envision a gradual shift towards what we call “Servicification”, by adding value to commodities via services. An example of this are countries like Argentina and Uruguay that apart from beef are also exporting cattle traceability software that increases farmers’ productivity levels.

Tell us something interesting about yourself that is not widely known.
I can do magic in a brick oven BBQ, from a whole lamb to smoked branzino!
Ilan Oshri  
Director, Loughborough Centre for Global Sourcing and Services  
Loughborough School of Business and Economics

Ilan is a prominent academic whose extensive body of research delves into innovation, offshoring, global outsourcing and more.

What has been your biggest sourcing-related success within the last 12 months?  
Developing a framework to assess the attractiveness of clusters in Europe.

What has been your biggest sourcing-related disappointment within the last 12 months?  
The lack of information about the true effect of emerging technologies on outsourcing performance such as RPA.

How do you think the outsourcing industry will change over the next 10 years?  
I cannot predict what will happen in the next 10 years in the outsourcing sector. The best I can do is a prediction about the next three-to-five years. We will continue to see the promotion of technological solutions by suppliers while client firms struggle to realise returns from ongoing implementations.

However, we will see client firms stepping up their efforts to develop outsourcing leadership by experimenting with complex sourcing models such as AI on the cloud, automation and GBS (with varying degrees of success). Impact sourcing will gain some traction as corporate social responsibility (CSR) will become a moral issue for both suppliers and client firms.
At the helm of the ABSL, Pawel has been responsible for leading the development of the business services sector in Poland and the wider CEE region.

What has been your biggest sourcing-related success within the last 12 months? Successful promotion of the Central and Eastern Europe region in New York City.

What has been your biggest sourcing-related disappointment within the last 12 months? The perception of the sector is still not the best, which has led to recruitment challenges.

How do you think the outsourcing industry will change over the next 10 years? There are too many aspects to mention: robotics, automation, Watson and so on. For sure, the industry will develop over the next four years as fast as it did in the last five years; McKinsey shows constant growth and demand for services.

Tell us something about yourself that is not widely known. Hobbies are for those that do not enjoy their work. I don’t have a hobby!
Joanna’s work at KPMG has been focused on working with major organisations on sourcing strategies

What has been your biggest sourcing-related success within the last 12 months?
I’ve been working with some of the UK’s largest organisations on their sourcing strategies – including mobilising a global business services construct; expanding the footprint and scale of global shared services and looking at how outsourcing can create a step change in operational performance.

My highlight in all of this, though, is working with these clients to integrate robotic process automation as a key enabler to deliver their sourcing strategies.

What has been your biggest sourcing-related disappointment within the last 12 months?
I’m always disappointed to see ‘bad news’ sourcing stories hitting the press – we’ve had a few this year. It seems the negative case studies get more coverage than all the sourcing successes put together.

Fortunately with the work that I get to do in reviewing the awards submissions each year I have the chance to see where sourcing is really working – there are some great examples out there!

How do you think the outsourcing industry will change over the next 10 years?
The biggest change that I see is the move towards an ‘ecosystem’ approach, which brings global digital labour, outsourcing, shared services and centres of excellence all together.

This will drive a different way of thinking about sourcing – more focus on outcomes and how to deliver those outcomes using service providers across the ecosystem. To achieve all this we’ll need new and better capabilities in buyer, supplier and advisor teams.

Tell us something about yourself that is not widely known.
I’m a qualified wine expert having completed my WSET Level 3 Award in 2010. It is a great hobby, but beware of giving me the wine list to choose from at dinner!
Derek Parlour
Director
DJA Business Solutions Ltd

Derek’s book *Successful Outsourcing and Multi-Sourcing* is an essential asset which plenty of companies have used to build cohesive sourcing strategies in 2015 and beyond.

What has been your biggest sourcing-related success within the last 12 months?
Assisting the successful transition to cloud and multi-sourcing, at the same time, for a financial services company. Cloud offers an opportunity to move to multi-sourcing and, in a very risk-adverse industry, they bit the bullet and made the leap in one go.

What has been your biggest sourcing-related disappointment within the last 12 months?
Advising a financial services company on the move to multi-sourcing and having them completely ignore the need for them to build up the governance side. I couldn’t get them to understand the difference between managing single source and managing multi-source. They thought it was just a contractual difference.

How do you think the outsourcing industry will change over the next 10 years?
I think the industry will grow overall but average deal sizes will shrink and this will create more opportunity for smaller companies.

Tell us something about yourself that is not widely known.
I tried bungee jumping twice. The first time scared me so much I had to try it again to see if I could overcome the fear.
One of the few world leaders with first-hand professional outsourcing experience, Rosen Plevneliev is a highly vocal advocate of outsourcing and the benefits it can bring to a country. He has worked wonders developing Bulgaria into a prime outsourcing destination, a fact recognised by buyer communities from all around the world.

**What has been your biggest sourcing-related success within the last 12 months?**

Bulgaria was recognised as one of the strongest regional leaders in the outsourcing industry worldwide and the best outsourcing destination in Europe, winning two highly respected awards last year: the GSA and GSA 2015 awards for “Offshoring Destination of the Year”. This is a great achievement for the Bulgarian state authorities, entrepreneurs, innovators, developers, companies and young people who see their future and growth in Bulgaria, and a showcase of how the state and businesses can cooperate to shape and raise the profile of the fastest growing industry in the Bulgarian economy. As President, I am proud that today Bulgaria is recognised as a preferred outsourcing partner for businesses seeking innovation, agility and world-class skills. The outsourcing industry builds the success of the Bulgarian economy, generating over three per cent of its GDP, and is proved to be one of the most important and dynamic sectors in the country, enabling technology and business model innovation, while outsourcing businesses successfully create and sustain value, year after year.

**What has been your biggest sourcing-related disappointment within the last 12 months?**

Outsourcing has become an industry norm worldwide both in the private and public sectors. Although it can be considered a long-term goal and the Bulgarian public sector has its successes in this area, there is still a way to go for the transition of the government and the public sector organisations to “I-government”, focusing on the development of intelligent solutions with a citizen-centered approach and thought for individual needs. We, as a public sector, need to respond to the growing customer expectations for personalisation of services and further invest in knowledge infrastructure, technologies and innovations to improve processes and outcomes, which would include outsourcing and sourcing services both from the private sector and other government entities.
How do you think the outsourcing industry will change over the next 10 years?

Outsourcing is one of the business languages of the new millennium. The arrival of IoT, promising limitless connectivity, will boost outsourcing performance capabilities. RPA and AI will be a significant part of outsourcing operations long before 2020. Big data analytics already has an impact on the way businesses consider outsourcing processes. The emergence of the experience economy will open new horizons for service innovation in outsourcing. As a strategic function, outsourcing is making its way into the boardroom. Changes and trends in the outsourcing industry on a global level will emerge from changed geopolitical and economic equations between the developed and developing nations. Migration, virtual collaboration and the increase in remote work will make boundaries between countries, the office and home less distinct and create diversity. The future outsourcing markets will be defined by specialisation in areas like business analytics, software application development, product development and other knowledge-intensive fields. The outsourcing industry will be globalising any position that can be globalised. As an integral part of the globalisation, outsourcing has led to reverse innovation. The world tomorrow will be no longer a one-way street pointing from West to East but a highway between nations. Innovations in developing markets are now flowing back to the developed nations across all business fields. This is a global phenomenon, and it is here to stay.
Ian George Puddy
Vice President
Gartner

Ian’s experience of the industry has helped him assist major manufacturers with their global outsourcing.

What has been your biggest sourcing-related success within the last 12 months? Assisting a European manufacturer operating across more than 120 countries to recompete their outsourcing globally.

What has been your biggest sourcing-related disappointment within the last 12 months? Observing organisations struggling to achieve their sourcing goal and refusing help from competent advisors.

How do you think the outsourcing industry will change over the next 10 years? More industrialisation and use of robotics / cognitive computing to support the end users.

Tell us something interesting about yourself that is not widely known. In parallel to my working career I have also spent over 40 years as an officer in the UK reserve forces.
An experienced Sourcing and IT business Management Consultant, Adrian was chair of the ISO Committee and is a member of the UK GSA Advisory Council.

What has been your biggest sourcing-related success within the last 12 months?
Continued participation in the development of Standards in the sourcing industry, following publication of the ISO Standard Guidance in Outsourcing (ISO 37500:2015). Seeing the subsequent interest and growth in standardisation is very positive.

What has been your biggest sourcing-related disappointment within the last 12 months?
While not directly related, yet, it has to be Brexit. I think it is likely to make life more difficult for those involved in the sourcing industry.

How do you think the outsourcing industry will change over the next 10 years?
The growth in deeper partnerships in larger organisations will be matched by the wider diversity of solutions deployed including the impacts of automation and digital transformation.
Haitao Qi has been a pioneer and leader in China’s outsourcing space for over a decade. Devott, the firm he founded, is a leader in events, research and advising for China’s business services and technology markets.

What has been your biggest sourcing-related success within the last 12 months?
The development and release of Devott’s MVSS (Multiple-Dimensional Vendor Selection System).

What has been your biggest sourcing-related disappointment within the last 12 months?
Disappointment is a serious word, as any executive or company makes errors every year. Even though this is inevitable, there are some things we would have done, had we known more 12 months ago:

1: I would’ve invested more in outsourcing research on eCommerce and supply chains, the two industries China is leading the world in, instead focusing on IT and technology services only.

2: I would’ve spent more time working with global leading research firms or institutions to facilitate the marketing of our MVSS.

How do you think the outsourcing industry will change over the next 10 years?
The appearance of new information technologies such as big data, the internet of things, mobile internet and cloud computing have had a great impact on the global service outsourcing industry; automation and intellectualisation are changing the future of the industry. Devott believes that the core concept of service outsourcing in the future will be intelligent services (also known as “internet plus services”) which, being vigorously promoted in China, will be the core trend of service outsourcing development in the future.

Tell us something about yourself that is not widely known.
I am a fervent player of Chinese Chess, also known as “Weiqi”. When I saw Google’s AlphaGo defeated the world master of Chinese Chess in Seoul on March 15 this year, I start to wonder if this is the hobby I should keep, or should I pick up Chinese paintings?
Rick Simmonds
Managing Partner
Aecus

Rick is a leading advisor in the outsourcing space, putting his wealth of experience to good use by sharing his extensive wisdom with many prominent players within the industry.

What has been your biggest sourcing-related success within the last 12 months?
Helping to successfully launch a robotic process automation advisory service line at Aecus – we expect RPA to have a huge impact on the outsourcing delivery and commercial models in the next few years.

What has been your biggest sourcing-related disappointment within the last 12 months?
Slow rate of adoption of flexible as-a-Service models in some established parts of our industry and apparent reluctance to cannibalise existing revenues mean some suppliers aren’t offering existing clients the best the market can offer.

How do you think the outsourcing industry will change over the next 10 years?
We expect a huge change in the delivery model driven by automation, and a related change in the commercial model to become significantly more flexible and demand-driven.

Tell us something about yourself that is not widely known.
I am an occasional (and very amateur) mountaineer.
Rachael Stormonth  
Executive Vice President  
NelsonHall

Rachael has been promoting the value of outsourcing by helping clients focus on real business benefits through outsourcing desktop services.

What has been your biggest sourcing-related success within the last 12 months?  
Assistance in a desktop services outsource, helping switch the client’s mindset to thinking about different types of user profiles and their specific needs, and thereby help focus on real business benefits.

What has been your biggest sourcing-related disappointment within the last 12 months?  
A procurement BPS possibility, where the organization’s focus was on metrics with a mindset that was tactical rather than strategic. Nothing happened.

How do you think the outsourcing industry will change over the next 10 years?  

a)  RPA; machine learning; cognitive will continue to accelerate in the short to mid-term and impact every area of Business Process Services and IT services.

b)  New next generation offerings will emerge, many of them leveraging IoT and advance analytics, others using vendors’ own IP: one challenge will be agreeing new commercial models.

c)  Analytics operations services will continue to grow, with vendors ‘growing their own’ data scientists to address the current scarcity of talent.

d)  There will be disruption in commercial models in all services over the next few years: a gainshare agreement, for example, may last for an initial period of an outsource, before evolving to simpler models like volume-based. In BPO, the death of FTE-based pricing will not be quick and will not be clean (as some vendors proclaim).

e)  I think anyone who claims to be able to see 10 years in advance is fooling themselves.

Tell us something interesting about yourself that is not widely known.  
Setting up a Virtual Running Club at NelsonHall so colleagues around the world can encourage each other, catering for all levels (from those starting ‘Couch Potato to 5k’ training regimes to a Marathon des Sables veteran).
What has been your biggest sourcing-related success within the last 12 months?
It has been fun to see Vested take hold in companies across the world, with Fortune 500 companies adopting Vested in the UK, India, South Africa and the Nordics. The TD Bank Vested deal has won two major awards for their innovations and excellence in the facilities management space, and we saw the Canadian government launch their first Vested deal. AND – we launched our sixth book!

What has been your biggest sourcing-related disappointment within the last 12 months?
I hear companies say “I love Vested… but…” and proceed to list why their organisation is not ready or willing to consider using a different approach for outsourcing. Our research has proven the Vested model works for complex, strategic outsourcing deals. My biggest disappointment is that we have only been able to convince the most progressive organisations to challenge the status quo. Change is hard – and we need more change agents!

How do you think the outsourcing industry will change over the next 10 years?
I see great opportunity for progress in the profession! More and more service providers are starting to realise that transparency is a good thing. And more and more buyers in their third generation have become “stuck” and are willing to try new sourcing business models. For many that is moving to a performance-based deal and for others that means moving even further up the sourcing continuum to a Vested relationship.

Tell us something about yourself that is not widely known.
I love to travel and have been to all 50 states in the United States. But it is also fun and rewarding to travel internationally as the Vested model gets adopted around the world. I love learning new cultures, and getting to know companies and people in new countries as I travel to share our research.
Terry Walby
Chief Executive
Thoughtonomy

Terry is Chief Executive of Thoughtonomy, with a career spent in technology, outsourced services, and enterprise software, Terry brings a depth of experience in delivering innovation and optimisation both into end user organisations, and to the service provider and outsourcer community who serve them.

What has been your biggest sourcing-related success within the last 12 months?
We have been fortunate not just to witness first hand, but to have been among the architects of an industry in transformation. We’ve seen RPA develop into Intelligent Automation, and early projects migrate to wholesale and scale deployments as sourcing providers use technology to improve service delivery, remove costs, and create new opportunities. We’ve seen organisations double operating margins, and new automation-enabled contracts won at half the previous market price.

What has been your biggest sourcing-related disappointment within the last 12 months?
It’s disappointing that more of the bigger players in the market haven’t yet fully embedded Intelligent Automation into their delivery models. There’s a good deal of rhetoric, and plenty of pilot deployments, but for many sourcing providers, the real disruptive delivery and commercial models are being hamstrung by legacy management, measurement and incentive models. The danger they face is leaving the market opportunities to new innovators and challengers.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing industry is on the brink of a technology fueled transformation. As an industry that has largely been people-centric, this represents a significant challenge and a great opportunity. New contracts and services must be delivered using automation, AI and cognitive technologies, supported by and integrated with people-based services. The industry needs to ensure it develops and fosters the new and different skills needed to succeed in this new world.

Tell us something interesting about yourself that is not widely known.
When I’m not busy improving the world of work with automation, I’m something of an adrenaline junkie. The winter months see me seizing every opportunity to throw myself down a mountain on a snowboard, and in summer I’ll take to the water on a wakeboard where a ski boat takes on the job of gravity to provide similar excitement. There’s something invigorating about pushing the edges of your ability, and if you’re prepared to risk a few spills, the thrill is huge.
Grant Whiteside  
Director of Outsourcing  
EE

Grant is director of outsourcing at EE and has been working on onshoring jobs while maintaining good relationships with EE’s extensive offshore partners.

What has been your biggest sourcing-related success within the last 12 months?
The completion of the repatriation of over 2,500 jobs to the UK and Ireland, enabling EE to service all of its Pay Monthly customers from the UK and Ireland. While the creation of high quality onshore centres has been very important, the way we exited the offshore locations, in partnership with our outsource partners, ensuring the people and communities were not negatively impacted, made me really proud.

What has been your biggest sourcing-related disappointment within the last 12 months?
The lack of real reference points in the market of quality customer services from outsource partners that outperform in-house operations within the same organisations. As an industry, outsourcers need to show the end customer value of using them instead of opting for simple flexibility or arbitrage savings.

How do you think the outsourcing industry will change over the next 10 years?
I feel we are in a the cycle of on-shoring over offshoring and that this will only grow further. Therefore commercial arrangements will move away from being focused on capacity with a quality overlay to being all about quality metric output based contracts.

Tell us something interesting about yourself that is not widely known.
Despite the challenging schedule of the outsourcing world, I am a 3 times Ironman Triathlon finisher.
Leslie’s production of work as an academic has been prolific. His latest book *Service Automation: Robots and the Future of Work*, written with Mary Lacity, has been coveted as a must-read for all those who want to expand their knowledge of RPA.

What has been your biggest sourcing-related success within the last 12 months? Understanding, educating and influencing the market for robotic process automation, through research, case studies of proven success, and developing action principles that result in multiple business benefits. Part of this has been producing a book with Mary Lacity on Service Automation Robots and The Future of Work which is the main book on the area at the moment for practitioners.

What has been your biggest sourcing-related disappointment within the last 12 months? We did a lot of work on achieving high performance BPO and tried to influence clients and providers to improve their performances, but we have not been seeing a big step up across the market, despite the principles for success being known and widely disseminated now for two years.

How do you think the outsourcing industry will change over the next 10 years? An increasing mix of human and virtual workers, with more processes being client-run rather than outsourced, and service providers adopting robotic process automation. Also from 2017/18 more cognitive forms of automation to scale, because the pricing forcing this will be written into new and renewed contracts. There will be a lot more partnership and mergers between automation pure-plays, cloud service pure-plays and more traditional BPO service providers.

Tell us something about yourself that is not widely known. I did my degrees at Cambridge University, and taught at Oxford university for nine years. This means I am very relaxed about who wins the annual Oxbridge boat race.
John is CEO at NelsonHall and has been promoting outsourcing worldwide thanks to his busy schedule of conferences and webcasts.

What has been your biggest sourcing-related success within the last 12 months?
2016 has been a record year for speaking both at conferences and on webcasts and podcasts, including speaking at ten conferences in the U.S. and participating in a similar number of global webcasts. Topics have frequently focused on the emerging digital approaches to next-generation business process services and included “New Techniques for Process Optimization”, “RPA & AI”, “Outsourcing Game Changers and the New Digital Economy” and “Bringing Agility to Governance & Pricing”.

What has been your biggest sourcing-related disappointment within the last 12 months?
That there aren’t enough hours in the day.

How do you think the outsourcing industry will change over the next 10 years?
The sourcing industry is undergoing massive change at the moment. Organizations are increasingly seeking to make step-changes, and not just incremental change, in their operations and vendors are beginning to build much more intelligent and automated systems of engagement to overlay on existing systems to address specific pain points. This involves some scary technologies which promise to make RPA look very basic and take automation of cognitive work in both ITO and BPS to a whole new level.

Tell us something interesting about yourself that is not widely known.
Ran my first 10K this year after being persuaded by a January medical that a bit more exercise might help. I know, pretty basic…but it’s a start
Agni Zygner  
General Manager  
Capita Polska

Agni has over 20 years’ experience and is currently the general manager of Capita in Kraków and Łódź and is focusing on growing the business further.

What has been your biggest sourcing-related success within the last 12 months?
Growing the business from 1 site of approx. 300 employees into two sites with over 800 employees and with more growth plans in Poland.

Positioning Capita Poland as the Most Unique Service Provider, winning two years in a row the BPO/SSC Award of Best BPO in Poland and winning also BPO Star in Poland.

What has been your biggest sourcing-related disappointment within the last 12 months?
Disappointment is mainly related to growing competition among new investors while bringing their business to Poland. Often there is lack of understanding of common sector interests and long term planning in terms of salary level. As a result often we are losing talents that would go for better money elsewhere.

How do you think the outsourcing industry will change over the next 10 years?
Yes, I believe the Industry is evolving and it is in continuous change. Each company needs to re-invent its business in light of changing environment and growing economies.

Tell us something interesting about yourself that is not widely known.
I am a football and Formula 1 big fan!