

# THE PROFESSIONALS

CELEBRATING  
THOSE THAT MAKE  
OUTSOURCING WORK





**miratech**

IT OUTSOURCING SERVICES

[www.miratechgroup.com](http://www.miratechgroup.com)



Welcome	4
NOA's Founding Fellows	5
Feature - How to reduce costs and improve quality by cheating	6
NOA's Outsourcing Professional Awards – Winners & Shortlist	10
Outsourcing Rising Star of the Year	11
Outsourcing Professional of the Year	15
Award for Academic Achievement	20
Award for Personal Development in Outsourcing	22
Best IT Outsourcing Team	26
Best Finance & Accounts Outsourcing Team	31
Best Outsourced Customer Service Team	35
Best Business Process Outsourcing Team	38
Best Offshored Team	41
Award for Skills Development Programme of the Year	45

*Photographs throughout taken at the NOA's Summer Party & Outsourcing Professional Awards Ceremony 2014*



Dear Member,

Welcome to the summer supplement celebrating the outsourcing professionals. This issue is packed with overviews of all the shortlisted entries for this year's Outsourcing Professional Awards, which was held in conjunction with our summer party at Shakespeare's Globe on 4th September. There are lots of photos included too from what was a great night.

I'd like to take this opportunity to update you on several significant developments from the NOA, which were announced on the night.

Here at the NOA we have been working on programmes and initiatives to grow the size of the outsourcing industry and improve its reputation. The result of this work has resulted in a fundamental shift in the direction of the NOA.

For the last 26 years we have principally been an industry association – offering a forum to network and share best practice. That of course continues, but more than that, we are now proud to call ourselves the outsourcing industry's professional body – accrediting and awarding both companies and individuals for best practice in outsourcing. We have recently launched the following:

We have now rolled out individual membership of the NOA to complement our corporate membership packages. All employees within corporate members automatically become associate members of the NOA and get access to their own CPD accounts – our CPD system is live. Please register and show your commitment to this profession by starting to map your own CPD points – you just need to go to [www.noa.co.uk/CPD](http://www.noa.co.uk/CPD) to register.

Individuals who have passed NOA qualifications can become full individual members of the NOA and use the postnom: MNOA.

We have also launched our Fellowship and have invited the great and the good of the industry to be our Founding Fellows. You can view our Founding Fellows on the next page. Our Fellows will be instrumental in helping us steer the direction of the NOA and will vote on future policies. Fellows get to use the FNOA postnom.

Fellows need to have demonstrated their expertise in outsourcing – if you think you're Fellow material – please get in touch!

As many of you will know, The NOA has provided professional development programmes for many years, but our training programmes and qualifications have largely focused on at least a middle management level. Not any more!

The NOA has just announced what we believe to be a game changer for the industry - **the outsourcing industry's first Level 2 qualification**, which is equivalent to a GCSE A\*-C. We are calling it the NOA Award in Outsourcing Excellence.

The qualification provides the first broad-based standard for the UK's 3.1 million employees working in outsourcing. It requires learners to complete three mandatory learning units:

1. Commercial awareness in an outsourced role;
2. Delivering service excellence in an outsourced role;
3. Contributing successfully to outsourcing relationships, with a firm understanding of the client brand and adherence to ethics.

But more than this, we also announced Capita as our founding client! Following a successful pilot across one division, Capita plans to roll this qualification out across Capita Group. This is what Andy Parker, Capita's CEO had to say:

*"..... The qualification will serve as a differentiator for talent in the industry, provide assurance to customers of outsourcing services, bridge the skills gaps for people transferring into outsourcing companies from the public and private sector and recognise excellence across the industry."*

I believe this demonstrates just how much outsourcing has evolved and that it will no longer an accidental profession, but become a professional career of choice, and will be increasingly recognised for the value it delivers – which, as we all know, go well beyond cost savings!

It's a very exciting time to be a part of this burgeoning industry. I'm proud of it and am sure you are too!

Hope you enjoy the read.

Best regards

Kerry Hallard  
CEO, NOA



**Kerry Hallard**

# ANNOUNCING THE NOA'S FOUNDING FELLOWS

Philip Allery	Consultant	Prescience Outsourcing
Lee Ayling	Partner	KPMG
Lorna Baker	Purchasing Manager	Methodist Homes MHA
Jon Brooks	Business Architect	CGI
Jon Burbanks	Head of IT Supplier Management	Capital One
Irvine Caplan	Trustee Treasurer	Independent living
William Carson	Head of Market Engagement	Teleperformance
James Cuthell	Commercial Change Manager	EE
Chris Day	Head of Outsource Management	The Phoenix Group
Mark Devonshire	Vice President, Head of Private Sector	Capgemini
Kevin Devoy	Head of Procurement (Outsourcing)	Centrica Plc. (British Gas)
Martin Edwards	Business Consultant	BancTec
Rory Graham	Partner, Technology & Outsourcing	Coffey Graham
Stephen Hayers	BPO Centre of Excellence	AstraZeneca
Jim Hemmington	Head of Procurement	BBC
Orla Keady	Director, Technology Consulting	Deloitte
Julia Kotlarsky	Professor of Technology and Global Sourcing	Aston University
Mary Lacity	Curators' Professor	University of Missouri—St. Louis
David Lewis	Vendor Relationship Manager	Marks and Spencer
Gio Lusignani	Director of Information Services	Cranfield University
Peter McPhailBrown	Transformation Delivery Manager	Government Digital Service
Ann MoloneyStagg	Head of Financial Programmes	East Sussex County Council
Stephanie Morgan	Associate Dean, Faculty of Business & Law	Kingston University
Paul Morrison	Partner, Head of BPO and Shared Services	Alsbridge
Jayant Mukherjee	Client Director, Financial Services	CGI
Paul O'Hare	Partner, Head of Outsourcing Practice	Kemp Little LLP
Ilan Oshri	Director	Loughborough centre for global sourcing and services
Derek Parlour	Director	DJA Business Solutions
William Pattison	CEO	Mindpearl
Phil Pavitt	Global CIO	Specsavers
Pete Proctor	Senior Programme Manager, Business & IT Change	HML/Skipton Building Society Group
Glenn Quadros	General Counsel, Enterprise Technology & Solutions	Unilever
Adrian Quayle	Managing Partner, Europe	Avasant Inc
Jim Reed	Director of Procurement	University of Nottingham
Tina Rizzo	Head of Service integration	EE
Paul Robb	Chief Comercial Officer	Airwave
Heather Benhamin	Chair of Trustees and Non Executive portfolio	Walsingham
Andy Rogers	Global Programme Director	Verizon
Lauren Tennant	Sourcing Advisor	Source

In a recent survey on customer service carried out by the CCA Research Institute, respondents said their greatest challenges were improving quality and reducing cost to serve.

You don't have to be Einstein to work out that those two goals appear to be contradictory. But are they? Is it possible that customers' changing expectations actually align with both goals?

The same survey also asked: How do you think your business model will adapt to meet changing customer demands? Here are the top responses:

- Increased use of self-service and automation.
- More skilled, knowledgeable workers.
- Clear, single view of the customer.



Could these be the answers we need? Let's dig in and see.

## What do we mean by quality?

According to a 2013 IPSOS Mori poll, customers' most important concerns were:

- The person who answers the phone handles the whole of my call.
- They treat me as a valued customer.
- They answer the phone quickly.
- They are familiar with my previous dealings with them.

## What do we mean by reducing cost to serve?

The major cost of providing customer service is still human resources. We can therefore look at reducing:

- Total (FTE) staff numbers.
- Average agent training time.
- Average Handling Time (AHT).
- Call volumes.

## A trend in customer behaviour we can leverage

The move of simple "commodity type" transactions to self-service is that rarest of things; a confluence of both business and consumer preferences. Could it be the key to solving our conundrum?

On the downside it suggests that the transactions the voice channel needs to resolve are going to be more complex, or more emotional in nature. Quite naturally they take longer – but do they have to?

## Meeting quality and cost objectives

We can see that if we reduce AHT we also improve quality, because customers want their queries handled quickly without being passed around.

But reducing AHT does not go far enough. What we're actually interested in is reducing Total Traffic Time (TTT) – which means reducing AHT and call volumes. As long as this is done in the right way it can actually align with customer expectations, enabling us to meet our quality and cost-cutting goals!

The tools you need to do it are the three identified in the CCA's survey, plus one more:

- Skilled and knowledgeable agents allow you to meet three of the quality objectives: agents can handle a wider range of queries, which means you improve First Call Resolution (FCR); the agent is more likely to treat the customer better; and the phone is likely to get answered quicker because you haven't split your agents into call groups.
- The more customer issues you can handle with your website, the fewer routine calls you need to answer – and as we will also see, the use of Knowledge for self-service and in the contact centre mutually reinforce one another.



**Carl Adkins,**  
Infinity CCS

- To improve FCR and shorten calls it is vital that your agents can view the whole customer journey, including transactions.
- Finally, you need to perform root cause analysis using Management Information (MI) to discover where your service issues are, then fix them or move them to self-service to strip out huge volumes of calls.

to focus more on their soft skills, like listening and building rapport.

- It makes it far easier for agents to handle multiple call types, so there is less need to transfer customers between departments.

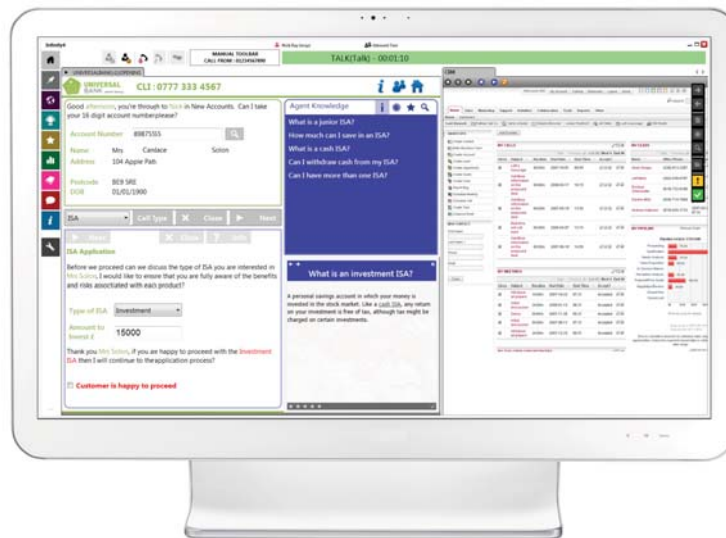
Surely this has the knock-on effect of increasing some costs? For example won't agents take longer to train? Won't expensive new IT investments be needed? Not if you cheat by providing your agents with the right tools!

In addition, the Infinity Desktop uses the Transversal Prescience™ Knowledge Base, which becomes context-sensitive when embedded in a workflow. So when an agent needs to know something – say the details of an insurance policy – the workflow can ensure the appropriate knowledge article is already on screen, or only a click or a keyword search away. This dramatically cuts down the 20% to 80% of an average

call agents spend searching for information.

### 1. Make all your agents skilled and knowledgeable

Much of the work an agent performs involves following processes, which may require the use of several IT systems. Simplifying this and providing guidance by using workflows allows all agents to perform to the same level as your best ones, even with vastly reduced training.



### 2. Let customers self-serve

The Transversal Prescience™ platform is also a fully-fledged web self-service solution. Integrating it with your website has been shown to reduce call volumes by as much as 20%.

In the Infinity Desktop – which integrates with your telephony and back-office systems – workflows prompt agents through calls and also pull together in one simple User Interface everything an agent needs, such as customer information and data entry fields from multiple back-end systems.

The true power of the system becomes apparent when you use it in your contact centre as well. Agents and customers access essentially the same Knowledge content, which ensures consistency. In addition both are able to rate content and suggest additions, which keeps information up-to-date, enriches it and guards against knowledge loss from agent turnover.

The results are:

- The customer's query is resolved faster because the agent doesn't need to remember processes, or open and interact with multiple applications.
- The customer feels better treated (remember their number two concern?) because the agent is able

### 3. Pull data from different silos and systems into one view

A problem for over 50% of contact centres is that customer information is kept in different data silos or on different systems, which can make it impossible or time consuming (opening multiple applications) for

agents to deal with different types of queries. Calls can also be unnecessarily lengthened when customers have to repeat information the company already knows.

The Infinity Desktop can be integrated with back-end systems such as your customer database, billing system, ERP and CRM system. Whatever information you want to display from those systems can be presented to agents in a simple workflow. And vice-versa, the agent can write to those systems.

#### 4. Use MI to cut down calls

As agents are only interacting with one application – the Infinity Desktop – you can have a single view of performance broken down by outcome codes and whatever information is collected during calls and wrap. Prescience™ also gives you a clear overview of

customer interactions via self-service. While obviously useful from a QA perspective, it also allows you to easily spot issues that repeatedly crop up so that you can correct them or move them to self-service.

#### Result: cost and quality goals met

What seemed like contradictory problems actually have the same solutions. The key is to reduce Total Traffic Time (TTT) in a way that aligns with customers' changing demands. Applications such as the Infinity Desktop and the Transversal Prescience™ Knowledge platform enable you to use your existing IT infrastructure to do this cost-effectively.

**Carl Adkins, Founder, Infinity CCS**

**Phone: 0121 450 7830**

**Email: [info@infinityccs.com](mailto:info@infinityccs.com)**

**Website: [www.infinityccs.com/kd](http://www.infinityccs.com/kd)**





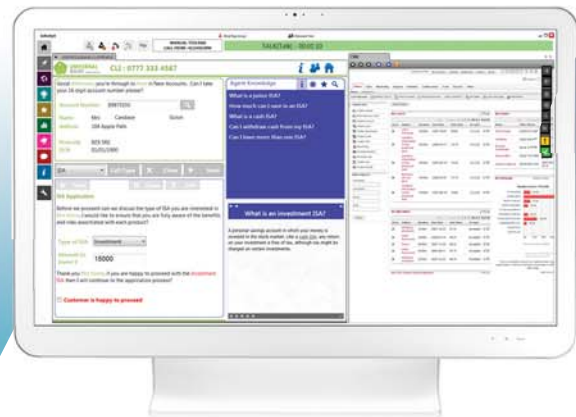


## Helping you have better conversations

The very same steps you take to reduce cost to serve can also improve customer experience.

Find out how Infinity Desktop can help you:

- Reduce Average Handling Time (AHT).
- Increase Self-Service.
- Improve NPS and Customer Satisfaction.



... while reducing cost to serve

## OUTSOURCING RISING STAR OF THE YEAR

- **WINNER: Anthony Day**, Partner, DLA Piper
- **Jessica Ricketts**, Senior Consultant, Deloitte
- **Nicolo Saa**, Sourcing Advisor, Source

## OUTSOURCING PROFESSIONAL OF THE YEAR

- **WINNER: John McKinlay**, Partner, DLA Piper
- **Kevin S. Parikh**, Global CEO and Sr. Partner, Avasant
- **Yousif Al-Adhami**, Director, IT Sourcing, Consulting, Deloitte
- **Kit Burden**, Partner, Head of Technology and Sourcing, DLA Piper
- **Andrew Burgess**, Director, Source
- **Ian Crawford**, Sourcing Partner, Strategic Sourcing, Sourcing & Procurement, Group Operations, Zurich Insurance

## AWARD FOR ACADEMIC ACHIEVEMENT

- **WINNER: Philip Allery**, Founder, Prescience Outsourcing Limited
- **Prof. Ilan Oshri**, Director, Loughborough Research Centre for Global Sourcing and Services

## AWARD FOR PERSONAL DEVELOPMENT IN OUTSOURCING

- **WINNER: Tina Rizzo**, Head of Service Integration, EE Ltd
- **Martin Edwards**, Business Consultant, BancTec
- **James Cuthell**, Finance Service and Transformation Manager, EE Ltd
- **Philip Allery**, Founder, Prescience Outsourcing Limited
- **Glenn Quadros**, General Counsel, SCES Outsourcing and IT, Unilever

## BEST RELATIONSHIP MANAGEMENT TEAM

- **WINNER: Aviva**

- **BBC**
- **Capita UKAR**

## BEST IT OUTSOURCING TEAM

- **WINNER: Miratech**
- **NashTech & King's College London**
- **Objectivity Ltd - Ascentric**

## BEST FINANCE & ACCOUNTS OUTSOURCING TEAM

- **WINNER: Parseq**
- **Caliber Point Business Solutions Ltd**
- **SKS Business Services Ltd & Malabar Cotton Company Ltd**

## BEST OUTSOURCED CUSTOMER SERVICE TEAM

- **WINNER: Firstsource & giffgaff**
- **60K Ltd**
- **Sensée- HRG Homeagent Network**

## BEST BUSINESS PROCESS OUTSOURCING TEAM

- **WINNER: Firstsource & giffgaff**
- **Parseq**
- **SPi Global**
- **Tata Consultancy Services BPS**

## BEST OFFSHORED TEAM

- **WINNER: NashTech**
- **Firstsource**
- **GFT UK & Deutsche Bank**
- **Objectivity Ltd - Ascentric**
- **SPi Global**

## AWARD FOR SKILLS DEVELOPMENT PROGRAMME OF THE YEAR

- **WINNER: BPeSA**
- **WINNER: Tata Consultancy Services BPS**
- **BBC & Capita**
- **eClerx Services Ltd**
- **Tech Mahindra Ltd**



OUTSOURCING  
RISING STAR OF  
THE YEAR



## WINNER

### Anthony Day

Partner, DLA Piper

Anthony Day is a Partner in DLA Piper's London Technology & Sourcing team. Anthony is a strategic advisor on some of the world's largest and most complex outsourcing and offshoring projects.

His particular experience is in large-scale, global outsourcing projects. He has a wealth of experience in ITO and BPO transactions (including HRO, F&A, Print Services, Payment Processing and FM deals), as well as depth of experience in networks and telecoms outsourcing.

Anthony has also advised on a range of market-

leading IT/technology, telecoms and commercial transactions acting for both customers and suppliers.

What sets Anthony apart is his depth of in-house experience having worked in the legal/commercial teams of HCL, Barclays, Henderson Global Investors, Lloyds Banking Group and at Colt Telecom, as well as his international exposure having worked in DLA Piper's London, Paris, Brussels and Hong Kong offices.



## Jessica Ricketts

Senior Consultant, Deloitte

Jessica is a Manager at Deloitte Consulting within Outsourcing Advisory. She has worked for Deloitte for the last 5 years focussing mainly on IT sourcing and transformation in addition to operating model and strategy work. She has worked both in the UK and a number of continental European markets. She is a sourcing and transition professional with experience in large private sector organisations. She has advised clients on the sourcing process and complex programme management across multiple transformation engagements

Jessica has a wide range of commercial, operational and programme management skills that have been built up through her experience across the sourcing lifecycle. Her past assignments have included working with clients to define their sourcing strategies, running

supplier selection processes and the transition of outsourcing arrangements and operating models across multiple industries. Since 2009, Jessica has advised on a number of mega deals within the Private Sector, including at Alstom and Astra Zeneca.

Most recently, her work has been focused in the Life Sciences arena, where she led a detailed RFP process and transition contract negotiations for a major pharmaceutical company. In addition to her client advisory role, Jessica leads 3rd party relationships and a number of business development activities within Deloitte for the Outsourcing Advisory proposition.



## Nicolo Saa

### Sourcing Advisor, Source

3 years ago Nicolo Saa moved from a career as a lawyer in Italy to pursue a career as a sourcing advisor in the UK. Bringing his natural Italian passion and enthusiasm to delivering positive outcomes to the sourcing deals he works on. He has supported a wide range of high profile sourcing deals for organisations ranging from the John Lewis Partnership, to UCAS, to the National Trust and in doing so he has demonstrated through tangible results, that he made the correct career choice.

Nicolo brings energy, enthusiasm, commitment and good humour to the deals that he works on, acting as

the intermediary between customer and supplier, nurturing trust based relationships and building collaborative and successful teams.

He has risen rapidly through the Source ranks in a short space of time, he has worked hard to develop his knowledge and expertise and through a combination of formal training and hands on experience now leads engagements for some of Source's largest customers.





“

NOA -  
driving  
excellence in  
outsourcing

”

**We are the outsourcing industry's professional body, passionate about improving, promoting and growing world-class outsourcing in the UK and globally.**

We are best placed to provide you, your team and your company, with the support you need to excel in outsourcing by:

- Developing people into experts
- Building process excellence
- Improving business performance

We drive awareness, standards and thought leadership as well as influence policies and build collaboration through and with our influential network.

**We are outsourcing. We are the NOA. Be part of it.**

Tel: +44 (0)20 7292 8686 [www.noa.co.uk](http://www.noa.co.uk)



OUTSOURCING  
PROFESSIONAL OF  
THE YEAR



## WINNER

### John McKinlay

Partner, DLA Piper

John McKinlay is the head of the IT/Outsourcing practice at DLA Piper Scotland and part of the wider UK based team which advises on national and international transactions. For almost 20 years John has worked on a variety of outsourcing transactions for financial services, public sector and corporate organisation.

10 years ago John established DLA Piper's Scottish team and since then his reputation as a strong

negotiator and trusted adviser has seen him involved in his clients' largest and most high-profile engagements. John is a well-respected speaker and author of topics on outsourcing and has a particular reputation in the financial services world.



### Kevin S Parikh

Global CEO and Sr. Partner, Avasant

Mr. Kevin S. Parikh is an industry-recognised thought leader, author and an outsourcing expert. As the Global CEO and Sr. Partner of Avasant, Mr. Parikh has advised over 350 outsourcing engagements and created a business impact in excess of \$10 billion for Avasant's clients across the public and private sectors. With nearly two decades of specialised experience in BPO and ITO Sourcing Agreement development and negotiations, he is an outsourcing industry visionary. Prior to joining Avasant, Mr. Parikh led the Global IT sourcing practice for Gartner Consulting growing it to over \$100 million in six years.

He specialises in IT and business process (BP) outsourcing, contract and service-level negotiations, joint ventures, captive centers, strategic management, business risk evaluation and software licensing. Mr. Parikh has also worked closely in support of government clients that seek to increase foreign direct investment (FDI). In this regard, he works on a global basis with the World Bank, the Rockefeller Foundation, the U.S. Government, and other United Nations funded and driven projects. As an attorney by training, he specialises in negotiating complex and global transactions where he works toward bridging the gaps between legal counsel and business team objectives.

Mr. Parikh is also a recognised expert, speaker and author on SMAC and the digital enterprise. He is proactively engaged in shaping the outsourcing industry by sharing his insights on the opportunities and challenges facing the industry in this decade of technological disruptions.

Mr. Parikh has delivered numerous talks at many leading industry events (including the International Association of Outsourcing Professionals (IAOP), NASSCOM, Gartner, and the Rockefeller Foundation etc.) on strategic issues regarding global sourcing across the USA, EMEA and Asia regions.

Mr. Parikh has authored a book on outsourcing, available on Amazon.com, titled "New Horizons of Business Process Outsourcing in Africa, Latin America & Caribbean". His thoughts on Outsourcing and SMAC (Social, Mobility, Analytics and Cloud) are regularly published by the Outsource Magazine, UK, Pulse by IAOP, and Global Services Media. He is also frequently quoted by The Economic Times, The Hindu and leading business dailies globally.





## Yousif Al-Adhami

**Director, IT Sourcing, Consulting, Deloitte**

Yousif is a Director at Deloitte Consulting within Outsourcing Advisory. He has 16-years professional experience, mostly consulting in IT strategy, sourcing and transformation and has spent time working for a boutique consultancy, a vendor and on the client side. He joined Deloitte London in 2007 and moved to Deloitte Switzerland (Zurich) in 2010 to set-up an UK-led IT sourcing practice, 'exporting' sourcing advisory to Continental Europe. This practice, which he now runs has grown from 2 people in 2010 to now nearly 30.

Yousif has over 14 years consulting experience with a recent focus on sourcing-related transformation programmes. In particular and in recent years he has led multiple engagements centred on the concurrent transition of outsourcing arrangements and operating models. Since 2010 he has advised on and led complex deals at Alstom, Adecco and AstraZeneca

and currently is leading an engagement at a major Pharmaceutical company and is advising another European client on a major exit and transition.

Yousif brings significant commercial skills but also genuine technical, operational and programme management experience. His current focus is on '3rd generation' sourcing, characterised by unbundling large often monolithic deals from the '1st generation' of outsourcing (often extended once - the '2nd gen') and that are increasingly not fit for purpose. Within Deloitte he is at the forefront of its '3rd generation' advisory proposition and in the past 3-years has led two consecutive exit and transitions from 'mega-deals'.



## Kit Burden

**Partner, Head of Technology and Sourcing, DLA Piper**

Kit Burden is the head of DLA Piper's Global Technology Sector, and leads the world's largest legal outsourcing advisory group, as recognised by past awards from Legal Business, the EOA, IAOP and The Lawyer. He has advised household name clients on major projects running into the billions of pounds in terms of deal values, and spanning every continent of the world. He is recognised by Chambers as one of only two "star" individuals in the outsourcing sector (and also cite him as "an outsourcing guru"... "who really does add more value to a deal"), and further cemented his reputation in this regard by founding and thereafter chairing the Society for Computers and Law's (SCL) Special Interest Group on Outsourcing, probably the largest outsourcing-focussed legal group outside of the US.

He is therefore one of the most readily recognised advisors on outsourcing matters anywhere in the

world, and one who can genuinely be seen to have both innovated and to have contributed positively and extensively to the wider outsourcing community on both "buy" and "sell" sides.

Major suppliers he has advised on strategic outsourcing include HCL Technologies, Fujitsu, Capgemini, Wipro, IBM and Techmahindra. His "buy side" client list is equally impressive, and currently includes UBS, Royal Bank of Scotland, Tesco, Dixons, Lloyds Banking Group, John Lewis Partnership and TUI. Kit's "world view" of outsourcing is accordingly unusually balanced; he is a proponent of "partnership" style approaches to outsourcing engagements whereby the teams on both sides aim to solve common problems, and reach mutually beneficial solutions.



## Andrew Burgess

**Director, Source**

Andrew is a Director at Source, a leading sourcing advisory firm. As well as providing strategic and innovative advice to his clients (some of whom he has held for over 10 years) he is also responsible for managing the firm and developing the new propositions, including those in legal services outsourcing and robotic process automation.

He has been involved in the outsourcing industry since 1999 when, as an IT Director, he first started to outsource some of his own department. He became an outsourcing advisor in 2003 when he joined Orbys Consulting, working with them until 2012, by which point he was running the firm. He joined Source as a Director, helping to grow the business and (proudly) win the NOA 'Outsourcing Advisory Firm of the Year' award in 2013.

During his time at Orbys and Source, he has worked in almost every industry and across most outsourcing disciplines, including ITO, FAO, HRO and Procurement

Outsourcing. Over the last few years he has developed a specialisation in Legal Process Outsourcing, and is generally considered one of the leading advisors in this field. As well as writing his own legal blog (<http://www.source.co.uk/opinion/legal>) earlier this year he had a book published on the subject, 'The Rise Of Legal Services Outsourcing' (Bloomsbury), which he wrote in collaboration with the London School of Economics. He is generally seen as a strategist and innovator for the industry. As well as developing advisory services around LPO, he has also been at the forefront of advising on robotic process automation, an aspect of the industry that will have a fundamental impact on the outsourcing sector as a whole, particularly with regard to BPO.



## Ian Crawford

**Sourcing Partner, Strategic Sourcing, Sourcing & Procurement, Group Operations, Zurich Insurance**

Ian joined Zurich in 2000 and has worked in a number of roles, including IT and outsourcing based roles. Ian is currently Sourcing Business Partner for the General Insurance (GI) segment of Zurich Insurance and is a key member of the Strategic Sourcing organisation at Zurich. Ian is an insurance industry subject matter expert who combines his industry knowledge very effectively with the commercial, technical and operational aspects of sourcing to deliver strategic business objectives for Zurich.

Ian has over 20 years' experience in the financial services industry with a strong background in project and programme management in both IT and business roles. He is an Economics graduate and an associate of the CII.

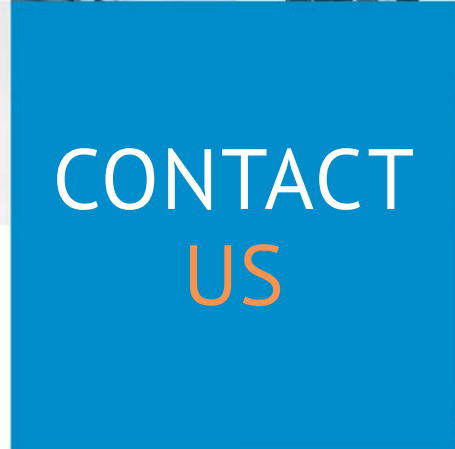
Ian has led a series of transition programmes with existing outsource providers negotiating and agreeing an outcome that brings benefit to both supplier and Zurich.

In 2013, Ian led three major sourcing programmes to successful completion deriving significant commercial benefits and operational improvements for Zurich while balancing supplier engagement and motivation, resulting in fair and sustainable sourcing arrangements that are forward looking. These were in widely varying areas – insurance back office processes, claims handling, travel services and credit card services where Ian led and provided a deep understanding and practice of sourcing discipline to ensure success.

Ian also leads and maintains Zurich's three-year Group Sourcing priorities and has been instrumental in developing a suite of best practices that we continue to embed throughout our business.

Ian is a trusted advisor to his customers and has a "seat at the table" with his executive customers.





[www.objectivity.co.uk](http://www.objectivity.co.uk)





AWARD FOR  
ACADEMIC  
ACHIEVEMENT



## WINNER

Philip Reid Allery

**Consultant, Prescience Outsourcing Limited**

Philip Allery is a solicitor and has worked in the outsourcing space for many years. He remembers the days when it was called "contracting out"! He is the author of two books on practical contracting including *Tolley's Effective Outsourcing: Practice and Procedure*. He has worked extensively in the post signature world of outsourcing. Most recently he spent six years as the head of a legal section in Phoenix Life working exclusively on outsourcing at each stage of the outsource lifecycle - from inception and negotiation, transformation, BAU, dispute resolution and finally to

exit. He holds an NOA Diploma in Global Strategic Outsourcing. Through his company, Prescience Outsourcing Limited, he currently provides legal, logistical or consultancy support on projects, disputes or BAU issues. He is the co-author of the National Outsourcing Association's *A Practical Manual for the Effective Exiting of Outsourcing Agreements*. He is also lectures in outsourcing topics.



## Prof. Ilan Oshri

**Director, Loughborough Research Centre for Global Sourcing and Services**

Ilan Oshri is Professor of Globalization and Technology and Director of the Centre for Global Sourcing and Services at Loughborough School of Business and Economics, UK. Ilan authored 11 books about outsourcing and offshoring including 'The Handbook of Global Outsourcing and Offshoring' and 'Offshoring Strategies: Evolving Captive Center Models'. His work on outsourcing appeared in leading professional magazines including The Wall Street Journal, NOA YearBook (2013 and 2014), Professional Outsourcing Magazine, Outsource Magazine, ComputerWeekly, SSON and many others. Ilan is a regular speaker in industry events including NOA Special Interest Groups, CIO Forum, CFO Forum and others. In addition to research, Ilan has also delivered education modules on outsourcing in several academic institutions such as Loughborough University, Warwick Business School and Rotterdam School of Management and partnered

with NOA to deliver specialised modules on innovation through outsourcing to professionals.

Ilan's academic work on outsourcing has achieved significant impact on stakeholders in the outsourcing sector. In particular, his work on innovation through outsourcing, which was included in the 2014 NOA YearBook and was presented in two NOA events in 2013, offered a clear roadmap for client firms and suppliers with regard to the steps needed when seeking innovation as one outcome of the outsourcing engagement. The research for this submission is based on a study of 6 innovative solutions delivered by IBM in the UK.





AWARD FOR  
PERSONAL  
DEVELOPMENT IN  
OUTSOURCING



## WINNER

**Tina Rizzo**

**Head of Service Integration, EE**

I work at EE within the Finance Directorate. I have been within the organization for many years, working in various Finance and project roles. My current role is as Head of Service Integration. This role is diverse and encompasses not only the management of an F&A BPO outsourced relationship, but also change management.

Within the outsourcing space, I am currently responsible for performance, governance and process improvement. My team and I are constantly looking for improvement opportunities and ways to work closely with our outsourced provider to ensure that we are working collaboratively towards shared goals at the

right cost to the company. This closely ties in to a further responsibility of driving process improvement across the department and ensuring process efficiency and effectiveness across the board for on and offshore processes. In addition to this I work with my team to ensure the delivery and management of Finance owned projects and that any projects owned by external parties factor in the needs of Financial Management and Operations.



**Martin Edwards**

**Business Consultant, BancTec**

Martin feels privileged and extraordinarily lucky to be a Founding Fellow of the National Outsourcing Association. He has worked within outsourcing as an industry since 1999 on the supplier side. Martin completed the NOA Diploma in Strategic Outsourcing in 2014 – an experience he would strongly recommend to anyone with an interest in developing their knowledge and understanding of outsourcing from both a practical and theoretical perspective. He has

active research interests in rightshoring and in professional development. Outside of his working life, Martin has completed a Bollywood dance class (very badly). Any Member of the NOA is welcome to contact Martin about outsourcing at any time.



**Glenn Quadros**

**General Counsel, Enterprise Technology & Solutions, Unilever**

Glenn comes to the NOA with in-depth experience in the outsourcing industry from a number of vantages points. As General Counsel of ETS, Glenn sits on the board of one of worlds' largest and most progressive shared service organisations; has been the lead legal support on some of the most complex deals in the industry both on the sales side (BT Global Services) and buy side (Unilever); and has experience as an end user – both in terms of his position as Trustee of the UK Pensions Board (sitting on the Operations & Benefits Sub-committee) and as General Counsel,

looking at outsource legal providers. Most importantly, Glenn is driving best practice on outsource deals at Unilever through the formation of the Practioner's Group (to harness the wealth of experience that Unilever has in a systematic way so that future deals benefit from past experience).



## James Cuthell Commercial Change Manager, EE

James has held senior positions for a number of years since beginning his career at Deloitte as a management consultant in 2001. Currently James holds the position of Commercial Change Manager for EE the UK's largest mobile network with over 27 million customers. In this role, James and his team manage the relationship with the outsource provider for Finance as well as managing commercial project impacts to the Finance directorate on and offshore. James believes much value can be realised by adopting a partnership approach with the supplier. To this end suppliers are encouraged to work on joint roadmaps with EE and contribute to key Finance initiatives. Internally James facilitates the sharing of outsourcing experiences with process owners who manage the relationship with

their outsourcing counterparts. He has also facilitated internal workshops with experts from the NOA. James is an advocate of outsourcing as a professional career and holds a Post Graduate Diploma in Global Strategic Outsourcing with the NOA for which he achieved a Distinction. He has also actively participated in numerous NOA events over the past years and was shortlisted for EE, with his supplier, in two categories at the NOA awards in October 2012.



## Philip Reid Allery Consultant, Prescience Outsourcing Limited

Philip Allery is a solicitor and has worked in the outsourcing space for many years. He remembers the days when it was called "contracting out"! He is the author of two books on practical contracting including *Tolley's Effective Outsourcing: Practice and Procedure*. He has worked extensively in the post signature world of outsourcing. Most recently he spent six years as the head of a legal section in Phoenix Life working exclusively on outsourcing at each stage of the outsource lifecycle - from inception and negotiation, transformation, BAU, dispute resolution and finally to exit. He holds an NOA Diploma in Global Strategic

Outsourcing. Through his company, Prescience Outsourcing Limited, he currently provides legal, logistical or consultancy support on projects, disputes or BAU issues. He is the co-author of the National Outsourcing Association's *A Practical Manual for the Effective Exiting of Outsourcing Agreements*. He is also lectures in outsourcing topics.







Success

“  
Talent is the  
outsourcing  
industry's  
number one  
concern.  
”

**Join the  
industry elite  
and sign up for  
September's  
Diploma in  
Outsourcing  
today**

We offer a range of training programmes and industry qualifications, for professionals operating at all levels.

**Whether you need a skilled outsourcing professional or wish to become one, the NOA is the leading body for developing the outsourcing profession and industry.**

To find out more, contact [chrish@noa.co.uk](mailto:chrish@noa.co.uk) or call 0207292 8686.  
[www.noa.co.uk/professional-development/](http://www.noa.co.uk/professional-development/)



BEST IT  
OUTSOURCING  
TEAM



## WINNER

### Miratech

Miratech is an IT services and outsourcing company that contracts with large and midsize multinational organisations. Founded in 1989, Miratech has its headquarters in Stockholm and Washington, DC; and R&D centers in Poland, Slovakia and Ukraine. Miratech operates in 10 countries and serves its customers in 560 cities and towns.

#### Team Composition

The technical support (TS) team focused on Genesys solutions, Kyiv, has a strong depth of technical knowledge with more than 30 professionals among them. Of these, over 20 have Genesys Certified Professional status; five of them have expert level. These highly-skilled engineers are able to resolve the most complex incidents. The team acts as an extension to the Genesys Customer Care organisation which encompasses over 250 technical experts around the world.

#### Team's Role

Since 2000, Miratech has provided outsourcing services to Genesys, a leading provider of customer experience and contact center solutions, with over 4500 customers in 80 countries. In 2003, Genesys decided to engage Miratech to augment its Customer Care operations. Within months, Miratech was able to establish comprehensive Genesys technical skills and formed a support team, Kyiv, which has acted as an

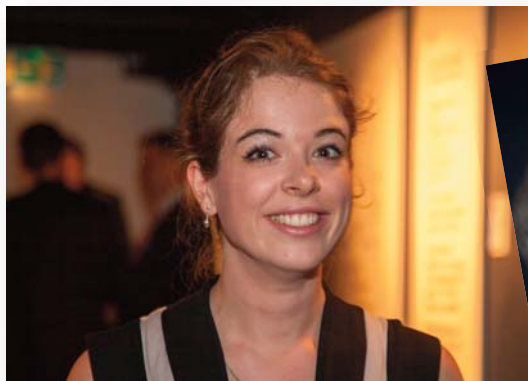


extension to the Genesys Customer Care organisation, providing troubleshooting support through a global tier-less 7x24 Live Answer product support model.

A key success factor for the Kyiv TS team, which has grown from five engineers in 2003 to more than 30 currently, is that it is part of a large community of professionals that focus on Genesys solutions. During the startup period, the Kyiv TS team became knowledgeable about Genesys products, and adopted Genesys' case management procedures. Within months, the team became operational and demonstrated consistent proficiency.

#### Key Achievements and Noteworthy Results

- 10-plus years of customer satisfaction
- Growing business from year to year
- Team handles around 500 requests per month
- Support covers 90 percent of all Genesys products
- Since 2003, Genesys has relocated nine experts to its offices
- Positive recognition of Genesys products and services by end users and industry analysts (e.g. Gartner)
- Wide range of support for modern technologies, tools, and methodologies:
  - Platform support: Windows, Solaris, AIX, Linux, HP-UX
  - Database support: Microsoft SQL, Oracle
  - Request tracking system: Siebel
  - Genesys contact center



## NashTech

### Project Overview

Transition from outgoing vendor of a live application and selection portal with development and delivery of system enhancements.

### Team Overview

The NashTech team that worked on this project are proof of the phrase 'small but perfectly formed'. Consisting of 6 people in the offshore, Vietnamese software development centre (A business analyst, project manager, solution architect, two developers and a tester) plus an Account Director and Engagement Manger in the UK, the team not only successfully delivered on all objectives but won the ultimate client accolade of transcending the feeling being an offshore team.

### The Team within the Company

The 6-person team for this project sit within a pool of 4,600 IT, software and BPO professionals in NashTech Vietnam. The offshore team always work closely with UK based NashTech Account Directors, Engagement Managers and Business Analysts and this instance was no exception. The client benefitted from

immediate access to the personnel that would help frame their solution – business analysts and account directors. As the project progressed, key members of the Vietnam team worked physically side-by-side with both the outgoing system vendor and client team to ensure full and detailed understanding of the portals. Although small the NashTech team brought the work ethos and commitment of the wider company to this project - ultimately with success for the client.



### Key Achievements

- Achieving a genuinely seamless transition of a high-profile, in-flight system with minimal information
- Successfully handling of one of the client's busiest periods mid-transition with no downtime or error
- Creating an industry-leading tool to the degree that other institutions are in talks with the client to share the platform

### Noteworthy results

Improving processing ability to the degree that applications handled increased from 50,000 to 80,000 in one year.

*Also shortlisted for Best Offshored Team*



## Objectivity Ltd - Ascentric

### Overview of team composition

Objectivity has 30 people working on projects alongside Ascentric staff. Typically, there are two or three projects at any one time with a corresponding project team. Each project has one Project Manager, one Business Analyst and one Technical Manager. Objectivity's Polish based project teams are comprised of six to nine people. A team generally consists of a product owner, a Scrum Master and several programmers and testers. Additional resources, such as user experience specialists, move between teams as required. Above this level is a programme manager acting as a focal point for both parties. Objectivity's Client Services Director is responsible for ensuring the overall quality of the client experience.

### Teams role within the wider organisation

Objectivity was tasked with creating a scalable architecture to support anticipated growth over the next five to ten years using the Microsoft tool stack. The project also needed to transition Ascentric's waterfall development methodology to an agile model. The project evolved through a series of staged deliveries, starting with the key Dealing system. The team faced significant time pressure due to the problems with the incumbent system failing to scale to meet Ascentric's growth. Objectivity used a secure VPN to connect from their Polish development centre



to ensure data protection compliance, meaning Ascentric did not suffer any loss of performance with existing systems.

### Key achievements

Objectivity worked in close collaboration with Ascentric to develop three tactical projects; Dealing, Model Portfolio and Package 1. A target for the Dealing project was to enable Ascentric to increase the capability of processing transactions per week from a maximum of 5,000 to 30,000. The solution put in place by Objectivity delivered the ability to deal with 70,000 transactions each week. Having this capability is a fundamental contribution to supporting Ascentric's growth.

### Noteworthy results

The result is a strong collaborative ethic between Objectivity and Ascentric staff. During the pilot phase Objectivity worked onsite at Ascentric, this promoted knowledge acquisition and helped to build strong working relationships. The way in which staff from both companies have collaborated throughout the project, both via video and facetime, has been key to achieving the high quality of the deliverables.

*Also shortlisted for Best Offshored Team*



# From outclassed to world class, in sixty simple questions.

One upside of outsourcing's recent media hounding is the growing recognition that sourcing effectively is a niche skillset in its own right. But how good are YOU? How mature is your project/department/company? How do you compare to best practice standards throughout the outsourcing industry? Now you can find out, by completing an Outsourcing Lifecycle Assessment (OLA) online for free.

**Benchmark your organisation's outsourcing maturity with a FREE NOA online tool**

Completing the OLA lets organisations quickly and accurately self-assess where their outsourcing pain points are, giving you the impetus to fix them in-house or a head start before you speak to advisors / suppliers.

If you find that you're already truly optimised, you can get accreditation for it, which means your stakeholders and investors can rest easy, safe in the knowledge their outsourcing is governed in line with global best practice standards.

To find out your outsourcing maturity level, all it takes is sixty simple questions.

#### **Taking the 15 minute online test helps you:**

- Discreetly find out how you compare to industry best practice benchmarks
- Assess the optimisation and maturity of projects, departments and companies
- Develop capabilities in weak spots / pain points
- Be empowered to have more informed conversations with advisors and suppliers
- Increase stakeholder and investor confidence
- Grow industry knowledge around key outsourcing challenges

**To take the test, head for [www.noa.co.uk](http://www.noa.co.uk)**

#### **The NOA Life Cycle Model**

Over the last six years, the National Outsourcing Association's Life Cycle Model has helped imbed best practice into over 200 organisations. The model has been subject to continuous critique and review, and remains bang-up-to-date. For the first time, we have condensed all that learning into one simple

online tool that tells you, quickly and easily, exactly how you compare to leading-edge best practice. OLA scores are anonymous, and will not be shared

with anyone else, yet contribute to a wide pool of data to present global averages in all the key facets of outsourcing maturity.

#### **Starting your best practice journey**

The NOA has partnered with Op2i, an outsourcing governance consultancy, to develop the Outsourcing Lifecycle Assessment (OLA) and make it available for free. OLA compares and contrasts your inputted answers to NOA Life Cycle Model knowhow to give you an instant outsourcing maturity rating.

**To register, go to [www.noa.co.uk](http://www.noa.co.uk)**

Taking an OLA is the first step. The next stages are:

- A deep-dive into all the steps within the Life Cycle model, using the platform to drill-down into areas of strength or weakness
- Linking the opinions of other members of your team / company via OLA analytics software to get a balanced picture that allows you to identify maturity gaps
- Deciding how to fix them, be it in-house, consulting advisories/suppliers or arranging tailored workshops with the NOA

#### **Getting recognition through accreditation**

For the best performing organisations, and those wanting to embark on a best practice journey, we offer an accreditation programme that gives you recognition to Bronze, Silver or Gold level. Reaching Gold level heralds you as an Outsourcing Centre of Excellence - which means maximum competency assurance both to the wider business and the investment community.

Your best practice journey starts with with sixty simple questions that take just 15 minutes. What are you waiting for?





BEST FINANCE  
& ACCOUNTS  
OUTSOURCING  
TEAM



## WINNER

### Parseq

Parseq's client, Miller Brands UK is a subsidiary of SABMiller, one of the world's leading brewers. In 2006, Miller Brands took the decision to outsource their credit control function. With debt levels unacceptably high at almost 35%; a rapid improvement was imperative.

#### The team's role

When Parseq took on the account in 2006 they introduced a new set of business processes designed to address the issues they had inherited. KPIs and processes were agreed to reinforce a new credit management policy, reduce bad debt risk and increase cash collections, whilst protecting customer relationships. Since then, a range of new initiatives has been introduced to support further success, including:

- Dedicated credit controllers for specific sectors
- A bespoke reporting suite
- Monthly conference calls with key Miller Brands head office functions that allow the discussion of problem accounts and which support the continuous improvement agenda.

#### Key achievements

Success has been constant in the last eight years, with overdue debt representing just 0.36% of total receivables at the end of the financial year 2013/14, and debt >15 days equating to merely 0.07% of the

## PARSEQ

Redefining Business Process Outsourcing  
 receivables ledger.

In the same time period, cash collected increased by 42% versus the prior year. This followed of a 47% improvement in 2011/12.

Furthermore, this year's client satisfaction survey, 100% of respondents rated the Parseq service as good or excellent.

#### Team composition

Everyone in the credit control team makes a vital contribution to the successful delivery of KPIs and the generation of new ideas. The team comprises:

- Craig Smith, Divisional MD (who provides strategic direction and leads senior client relationships)
- Elaine Stevens, Credit Manager (who manages the operation and leads operational client relationships)
- Nicola Marsh and Sue Bartrop, Credit Controllers (who deliver the service, liaising with customers and client contacts).

"The results speak for themselves, improving year on year and delivering value. [Parseq's]...support and professionalism has allowed the business to focus on its core activities and successfully grow the business."  
 Ed White: Finance Controller, Miller Brands UK

*Also shortlisted for Best Business Process Outsourcing Team*





## Caliber Point Business Solutions Ltd

### Company Profile

Caliber Point Business Solutions Ltd is a fast growing provider of business services. It is the BPM arm of Hexaware Technologies Limited, a leading global IT & BPM services company.

The solutions are stand alone Business Process Management (BPM), Consulting and IT+BPM coupled with Analytics.

It is an ISO 9001:2008 and ISO 27001:2005 certified company apart from being SSAE& ISAE Type II compliant.

See more at:  
[www.caliberpoint.com/corporateinformation/#sthash.rTy3L1jd.dpuf](http://www.caliberpoint.com/corporateinformation/#sthash.rTy3L1jd.dpuf)

### F&A Team Profile

The F&A team consist of 110+ full-time employees, 2 subject matter experts, one process manager who reports into the deputy manager. The role of the senior leadership is of a mentor and guardian. The team steps-in not only for team reviews but also during escalations. To make sure the correct message is passed, the right candidate is rewarded and the non-performers buddy-up with the top performers.

The Practice Head, who is also the CFO of the company, heads the F&A practice and drives F&A

## CALIBER POINT

c.r.e.a.t.e. *Value.*

solutions. He is a qualified Cost Accountant, with 21+ years of expertise. He is supported by the Delivery Head who leads the F&A operations. She is CA, Cost Accountant qualified; having over 18 years work experience with 8+ years in the BPO & IT Outsourcing space.

There are 2 Process Managers who has the required expertise and to manage the service requirement, financial accounting, customer relationship and audit facilitation amongst other responsibilities. The performance of the F&A team is noteworthy because they have consistently exceeded agreed SLA's on TAT and Accuracy. The leadership team was able to constantly support, harness the effort, provide training and share best practices.

Few examples for best practices are to provide a safe & healthy workplace environment:

- New Hire Orientation
- Soft Skill training
- Process training
- Knowledge sharing
- Open house discussion & feedback mechanism
- Reward sharing.



## SKS Business Services

Based in South West London, SKS Business are innovative firm of Chartered Accountants catering to the mid- and small- sized market (including listed companies) in UK and Canada.

Using the latest low-cost technologies and adopting an on-shore/off-shore 'shared services' model that only larger companies have utilised, SKS are able to offer Bookkeeping/Accountancy services with substantial savings.

As a result, clients benefit from:

- Enhanced service levels at substantial savings compared to in-house or UK outsourced.
- Day to day hassles of finance function removed.
- Better information provision to help senior management focus on the real business and growth/profit.
- Monthly management accounts and business advice/analysis so senior management can make better strategic decisions.
- Proven experience with highly reputable clients.

The team consists of:

### **SKS Twickenham office**

- Sanjay Swarup, Director. UK and India Chartered Accountant, Cranfield MBA, senior level experience with large corporates including GSK, Lonmin and 7 years with BP.

- Anil Swarup, Business Development Director. Previous senior sales and marketing experience with Thomas Cook, Cunard, Sandals Resorts.
- Senior Accountant being recruited



### **SKS India office (Jamnagar, Gujarat)**

- Associates. 10 chartered accountants (members of Institute of CA of India) and Client Relationship Manager.
- Junior Associates. 7 Bookkeeper Associates (Commerce Graduates) and 7 trainee accountants based in India.

The individuals are bound by a strong sense of team work, regular appraisals and reviews, incentives. Although work is supervised by senior staff in the UK, the India team are encouraged to develop a direct relationship with clients as appropriate.

The team have already received recognition through achieving 'Best Finance and Accounts Team 2013' at the NOA awards. They pride themselves on efficiency and on accurate and timely delivery. In the case of a listed client, year-end accounts were submitted 3 weeks early benefitting all shareholders.



BEST  
OUTSOURCED  
CUSTOMER  
SERVICE TEAM



## WINNER

### Firstsource & giffgaff

When Telefónica O2 decided to launch giffgaff in 2009, it wanted to offer something very different to other UK mobile telephone companies. Believing there must be a better way to do mobile, it felt that its new business should be contract-free and adopt a simpler, more collaborative approach to member (customer) service.

Rather than having a traditional voice contact centre and a bricks-and-mortar presence on the high street, therefore, it decided that giffgaff should operate entirely online and give its members the opportunity to run many aspects of the business. In particular, Telefónica embraced the concept of crowdsourcing for giffgaff: a model that rewards members for helping others and promoting the company through online communities.

But while this approach has worked incredibly well, it's also been necessary to have the right support in the background: a trusted outsource partner not only capable of managing those queries that other members can't answer, but one that could also drive continuous improvement.

In Firstsource, giffgaff has had this partner from the outset. From modest beginnings as a five-person team based in Londonderry, Northern Ireland, the Firstsource team that manages the giffgaff account has grown to 93 operational personnel across the UK and India, providing a range of front-office, email-based

activities including:

- Technical and account-related member support, including escalation.
- Billing support.
- Complaints and regulatory issue handling.
- Handset sales and service.



In support of the client's quest for continuous improvement, the Firstsource team also undertakes daily collation, review and analysis of member-suggested improvements, which its senior managers then use to present monthly improvement ideas to giffgaff stakeholders.

These suggestions for change – which have included a failure demand transformation project, the introduction of homeworking, development of new technology, and the use of analytics to identify causes of poor member satisfaction – have been highly successful. In the last 12 months alone, improvement projects initiated by Firstsource have:

- Reduced giffgaff's cost-to-serve by 27% versus a target of 25%, with the result achieved two months ahead of the agreed timeline.
- Increased member satisfaction by 20%.
- Improved giffgaff-calibrated quality monitoring four percentage points.
- Helped grow giffgaff's net promoter score by 10 percentage points – to 75% – making it the highest of any telco globally.

*Also shortlisted for Best Business Process Outsourcing Team*



## Sensée- HRG Homeagent Network

When HRG launched a five-year Transformation Plan in 2012, including a Call Centre of the Future (CCOF) initiative, it appointed Sensée, a contact centre homeworking specialist, to help achieve its aims.

The two companies collaborated to create a co-managed Virtual workplace that quickly became a catalyst for change, providing a new dimension to flexibility inside and outside the organisation.

Homeworkers quickly began to outperform Control Groups and match/better externally benchmarked companies. A culture of flexibility and customer-centricity emerged that helped enhance engagement with employees/customers/unions and re-define skills and methods for handling calls. Restrictive policies were diluted, checklists removed and peer support networks established. Agents were encouraged to 'think out-of-the-box' to solve queries, and performance measures changed to reward FCR.

Customer surveys show that from Oct 2013-Feb 2014, 87% of queries were resolved on the call. Customers

rated advisors 8.4 out of 9 for both 'ability to listen and understand' and 'taking ownership of the enquiry'; and 8.3 out of 9 for both 'positive communications' and 'making it quick and easy'. Complaints fell 15% between 2012 and 2013 with complaints per order falling 47%.



HRG realised a 14% saving through more efficient scheduling; while HomeAgents take 10% less time to handle calls/emails. This amounts to a 14% overall cost reduction.

Sensée has also recruited a new demographic (average age of HomeAgents is 39 versus 24 for in-house CSRs delivering experience and better service skills) without the restriction of a 15-mile radius catchment area. Team Leader/Agent ratios were increased from 1 in 12, to 1 in 25; with planning flexibility improved with the introduction of flexible 2 hour shifts.

Today, 185 fully-employed HomeAgents handle pre-and-post sales calls and emails for general enquiries, deliveries, payments, refunds and e-commerce.



BEST BUSINESS  
PROCESS  
OUTSOURCING  
TEAM



## WINNER

### Firstsource & giffgaff

When Telefónica O2 decided to launch giffgaff in 2009, it wanted to offer something very different to other UK mobile telephone companies. Believing there must be a better way to do mobile, it felt that its new business should be contract-free and adopt a simpler, more collaborative approach to member (customer) service.

Rather than having a traditional voice contact centre and a bricks-and-mortar presence on the high street, therefore, it decided that giffgaff should operate entirely online and give its members the opportunity to run many aspects of the business. In particular, Telefónica embraced the concept of crowdsourcing for giffgaff: a model that rewards members for helping others and promoting the company through online communities.

But while this approach has worked incredibly well, it's also been necessary to have the right support in the background: a trusted outsource partner not only capable of managing those queries that other members can't answer, but one that could also drive continuous improvement.

In Firstsource, giffgaff has had this partner from the outset. From modest beginnings as a five-person team based in Londonderry, Northern Ireland, the Firstsource team that manages the giffgaff account has grown to 93 operational personnel across the UK and India, providing a range of front-office, email-based

activities including:

- Technical and account-related member support, including escalation.
- Billing support.
- Complaints and regulatory issue handling.
- Handset sales and service.



In support of the client's quest for continuous improvement, the Firstsource team also undertakes daily collation, review and analysis of member-suggested improvements, which its senior managers then use to present monthly improvement ideas to giffgaff stakeholders.

These suggestions for change – which have included a failure demand transformation project, the introduction of homeworking, development of new technology, and the use of analytics to identify causes of poor member satisfaction – have been highly successful. In the last 12 months alone, improvement projects initiated by Firstsource have:

- Reduced giffgaff's cost-to-serve by 27% versus a target of 25%, with the result achieved two months ahead of the agreed timeline.
- Increased member satisfaction by 20%.
- Improved giffgaff-calibrated quality monitoring four percentage points.
- Helped grow giffgaff's net promoter score by 10 percentage points – to 75% – making it the highest of any telco globally.



## SPi Global



SPi Global, Asia's Best BPO Company (2013 European CEO Awards) has been a valuable partner of a leading business information provider for more than a decade now. In 2009, SPi Global's started its engagement with the group's UK office to help with the design and delivery of unique and innovative solutions to manage their customers' information and workflow needs more effectively. From an initial number of 4 employees and 4 processes, the SPi Global offshore team now has grown to 110 employees dedicated to managing and delivering 15 processes – from conversion and quality assurance to a higher level of work consisting of editorial styling to end-to-end publishing.

SPi Global's offshore team is responsible for the full website containing the Encyclopaedia of Forms and Precedents (EF&P), and Atkin's Court Forms. EF&P comprise a set of 90+ volumes containing concise commentaries on the law, practical checklists and

procedural tables written by leading authorities in their fields – solicitors, barristers, and academicians from leading institutions. Atkin's Court Forms provides practitioners with the main procedural documents required in every civil proceeding before the courts and judicial tribunals. Apart from the website, the SPi offshore team is also responsible for the updating of the Professional Support Lawyer (PSL) Practical Guidance. Added to the service mix in 2014 is the end-to-end (E2E Publishing) work.

The increasing number of volumes, the recent addition of copyediting to our service mix, the growing number of personnel and the savings of approximately 55% brought about by the offshore work are strong validation of the value that SPi Global provides to it client. For the subscribers of our client, it is the ease, speed, accuracy and comprehensiveness of the work that we deliver that is most appreciated.

*Also shortlisted for Best Offshored Team*

## Tata Consultancy Services BPS

TCS is one of the leading players in the analytics industry, offering services across the value chain from data management and reporting to predictive analytics and optimization; for companies across industry verticals. The TCS analytics portfolio includes Customer Analytics, Sales & Marketing Analytics, Supply Chain analytics, Risk Analytics and Financial Insights.

This award entry is for marketing analytics services which TCS provides for a large, multi-national, Information Technology Services Company. This is a long-term, on-going project and the scope includes providing Sales & Marketing analytics support to enable the client in fact-based and insight-driven decision-making to achieve maximum Return on Marketing Investment (RoMI).

The team provides the client organization with end-to-end analytics service including marketing analytics,

social media analytics, business consulting, and product development. Our services span segmentation, targeting, up-sell/cross-sell modeling, campaign analytics, propensity or response modeling, business analysis, reporting, dashboards and visualization, database analysis and enhancement.

The geographies covered include the United States, Europe, UK and Japan.

The client has enjoyed key business benefits:

- Propensity-to-buy model resulted in improving the response rate by 125%
- Campaign analytics improved campaign response rate by 200%
- 70% reduction in cost of customer data acquisition
- Saving > USD 50,000 every year through process improvement projects
- Set up three CoEs in Sales & Marketing— Database Analysis & Enhancement, Business Intelligence and Analytics & Modeling.

*Also shortlisted for Award for Skills Development Programme of the Year*





BEST  
OFFSHORED  
TEAM



## WINNER

### NashTech

#### Project Overview

Transition from outgoing vendor of a live application and selection portal with development and delivery of system enhancements.

#### Team Overview

The NashTech team that worked on this project are proof of the phrase 'small but perfectly formed'. Consisting of 6 people in the offshore, Vietnamese software development centre (A business analyst, project manager, solution architect, two developers and a tester) plus an Account Director and Engagement Manager in the UK, the team not only successfully delivered on all objectives but won the ultimate client accolade of transcending the feeling being an offshore team.

#### The Team within the Company

The 6-person team for this project sit within a pool of 4,600 IT, software and BPO professionals in NashTech Vietnam. The offshore team always work closely with UK based NashTech Account Directors, Engagement Managers and Business Analysts and this instance was no exception. The client benefitted from

immediate access to the personnel that would help frame their solution – business analysts and account directors. As the project progressed, key members of the Vietnam team worked physically side-by-side with both the outgoing system vendor and client team to ensure full and detailed understanding of the portals. Although small the NashTech team brought the work ethos and commitment of the wider company to this project - ultimately with success for the client.



#### Key Achievements

- Achieving a genuinely seamless transition of a high-profile, in-flight system with minimal information
- Successfully handling of one of the client's busiest periods mid-transition with no downtime or error
- Creating an industry-leading tool to the degree that other institutions are in talks with the client to share the platform

#### Noteworthy results

Improving processing ability to the degree that applications handled increased from 50,000 to 80,000 in one year.



## Firstsource

When a major telecoms provider decided to embark on a channel-shift strategy in 2010 – deflecting voice and email traffic to quicker, more efficient online channels – it knew that it needed to match the proposition with exemplary levels of service and sales.

Having entrusted an initial 20FTE pilot to its long-standing BPO partner, Firstsource, in July of that year, the client quickly saw the benefits and worked collaboratively with the outsourcer to ramp the offering to its current levels.

Today, c.4.5million chats are completed by Firstsource's dedicated offshore webchat team, which is co-located between Mumbai and Bangalore. Some 689 in size, the team features 624 frontline staff who, together, are now responsible for undertaking the vast majority of webchat activities, including:

- Account and billing support, plus direct debit set-ups.
- TV technical support (troubleshooting and engineer service bookings).
- Email deflection.
- Handheld device support.
- Phone service troubleshooting.
- Non-technical broadband support

- New customer acquisitions
- Upgrade sales
- Customer winbacks
- Broadband retention



In line with the client's focus on continuous improvement, senior managers within Firstsource's webchat team also work closely with them to suggest, agree and instigate projects that have had a transformational effect on both sales and service.

These undertakings – which have included the deployment of Firstsource's proprietary analytics and insight (First Customer Intelligence) capability to better understand contact causation and improve webchat efficiency – have, in the past 12 months alone, resulted in some noteworthy results, including:

- A 25 percentage-point uplift in the client's webchat net promoter score (NPS).
- Firstsource exceeding the client's webchat sales targets every single month – with March 2014 delivering record results, more than three times above objective for existing customer sales.
- A £545,000pa cost-benefit for the client, from one project alone.
- Average chat length being cut by 16.5%, while customer satisfaction has remained above target at 84%+.

## GFT UK & Deutsche Bank

GFT UK is a long standing strategic partner to Deutsche Bank UK (DB) and was first engaged in March 2013 to tackle the 'Volcker Rule' regulatory IT project challenge. The Volcker Rule is part of the US Dodd-Frank Reform bill, enacted in response to the 2008 credit crisis.

The challenge here is to separate the trading that a bank itself conducts and what it does on behalf of its clients, accurately, and measure the length of its trading positions. The big data challenge is to calculate the inventory age of assets, measure this on a daily basis and compare them to previous positions. This is a significant data challenge of tens of millions data points.

The GFT experience in Investment Banking enabled the team to challenge DB's requirements and shape them into pragmatic deliverables that met both the regulation demands and tight timescales.

GFT's nearshore team in Spain (approx. 25 FTEs) provides a full suite of project services from functional

analysis, applications development to deployment. An agile development approach was crucial in providing early results whilst delivering against a framework of common components.

By utilising leading edge big data solutions to build a 'data hub' improving time to market for data onboarding procedures handling more than 20 data sources that is performed in weeks rather than months, and processing in hours rather than days.

The overall success of the project so far has given DB strong foundations to meet ongoing Volcker metric requirements in 2014/2015 and enhances DB's reputation with its industry peer group from a business and IT perspective. Internally in DB, the kudos of delivering complex regulatory and information requirements in such a short timeframe, while effectively using an offshore delivery model has been seen as a success.

The DB - GFT solution is now generating interest across the DB business to tackle similar big data challenges as the project and technical blueprint is one which can be replicated for further business benefits.

# sourcingfocus.com

the portal for the sourcing industry

Published in  
association with:



sourcingfocus.com delivers bite-sized news and thought-provoking opinion to over 10000 readers

Sign up to the newsletter for insight into the hottest sourcing trends

Be part of the community at [sourcingfocus.com](http://sourcingfocus.com) or  @sourcingfocus





AWARD  
FOR SKILLS  
DEVELOPMENT  
PROGRAMME  
OF THE YEAR



## WINNER

### BPeSA

#### General overview

In response to the demand for skills, Business Process Enabling South Africa (BPeSA) has set a target of helping facilitate the training of an estimated 10,000 agents and 1,600 specialist and leadership roles over the next three years.

#### Current skills initiatives:

- Monyetla Work Readiness Programme and Harambee – Equips unemployed youth with the skills required to enter the world of work
- Maharishi Institute – Gives previously disadvantaged youth the opportunity to work while completing an undergraduate qualification
- BPeSA Boot Camps – Offers free industry training to young people (employed and unemployed)
- Gamification Project – Provides access to industry based learning through the use of game mechanics
- BPeSA Skills Portal – Provides access to skills courses through e-learning platform

#### Team composition:

BPeSA has created a Skills Steering Committee to assist with developing a sustainable talent pool in South Africa, team members include:

- Nomzamo Ramutla: BPeSA Human Capital Manager – Responsible for implementing the National Human Capital Strategy for the BPO Sector
- Christopher McCreanor: Senior Leadership Development Specialist at Amazon – Responsible for all learning and development requirements for the Amazon site in Cape Town
- Johann Bayman: Lead at Deloitte Skills Development Solutions – Responsible for developing innovative skills development solutions, benchmarked against global best practice

- Andy Searle: Director IQ Business Group – Responsible for designing and implementing learning solutions while building skills competencies at all levels
- Maryana Iskander: CEO Harambee Youth Employment Accelerator – Responsible for running an employment initiative that provides a sustainable way to successfully employ and retain new entrants into the workplace
- Taddy Bletcher: CEO Community Individual Development Association and Maharishi Institute – Pioneer of the free tertiary education movement in South Africa, Bletcher has helped create five free access institutions of higher learning

#### Achievements:

- Monyetla Skills Development Programme – Trained 10,000 individuals to date, 78% of these have been placed into formal employment.
- Harambee – Trained and placed over 3,000 learners in the BPO sector and a further 7,000 in the customer services industry
- BPeSA Skills Portal – Provides access to over 100 skills programmes
- Team Leader Assessment Programme – 450 team leaders have completed the assessment at a regional level
- The Maharishi institute – 550 graduates have progressed through the Impact Sourcing Academy, to achieve undergraduate degrees while in formal employment

## WINNER

### Tata Consultancy Services BPS

The most talked about subject in the year 2013 was Big Data, and with good reason. Businesses across the globe have recognized the value in capturing data and analyzing it to unearth business insights that can be leveraged for competitive advantage. However, the biggest challenge facing the industry is shortage of 'Data Scientists' who have the ability to extract compelling patterns in data that businesses can use to make strategic decisions.

As a leading analytics services provider, TCS has developed specialized programs to overcome this shortage. The solution devised is two-pronged. Recognizing that in order to deliver insightful data analytics and make effective and relevant decisions, analysts require two distinct skills – statistical knowhow and domain/industry expertise. Hence, TCS has crafted two training programs that equip trainees with knowledge of statistical methodologies and in-depth domain expertise.

Together these training modules have been named the

'Data Scientist Program'. This program provides comprehensive and rigorous training that combines statistical theory, technique and methodology, as well as tools of data science. It aims to develop a pool of ready-to-deploy data experts within TCS. The program is a combination of web based and classroom based training that spans 18 weeks. TCS has developed a collaborative curriculum based program in association with leading academic institutions in India like the Indian Statistical Institute to create an eco-system that ensures quality, consistency and scale in training industry-ready data analysts.

To complete and complement the team that manages the Data Scientist Program, TCS has also developed a course in retail management and analytics in collaboration with leading Indian universities as part of the curriculum called 'Academic Interface Program'. These pioneering programs were launched in 2013 and the first batch of the TCS Data Scientist Program received more than 1500 registrations, of which about 150 were accepted for training,. Another 230 trainees have been enrolled in the TCS Academic Interface Program offered in eight colleges. 18 subject-matter experts from TCS are training this batch of future data scientists.



## BBC & Capita

The BBC's Contact Centre, supported by Capita, is at the heart of the conversation between the BBC and its audience. Approximately 96% of the UK population consume BBC content on any given week, and the contact centre, based in Belfast, is the place in which all complaints, enquires and appreciations are handled in the first instance.

Given the high profile nature of the BBC and its programmes, and the ongoing possibility for a "crisis", the contact centre needs to play a vital role in not just serving the audience, but supporting the reputation of the BBC as a whole.

It's even more impressive then, that the contact centre has managed to completely turn itself around in recent years, from service that was not delivering to one that leads the industry:

- At the BBC, urgent issues from audience members who have been directly and personally affected by a programme are called "red flags". They're considered

very important by the organisation (and the BBC Trust) and it is imperative that they are dealt with quickly.

- However, back in 2010, the number of red flags being missed by the call centre was far too high, and the backlog of unresolved issues was growing by the day. The leaders at the BBC and Capita knew something had to be done, and they implemented a constant feedback system for call handlers. The system made it clear when an issue was a red flag, and when it wasn't. Every call handler was given daily feedback about the issues they had dealt with, and whether they were red flags or not.

- The results were impressive, and the number of missed red flags start to tumble, then drop dramatically. Now, missed red flag issues are a distant memory, and the contact centre is a genuine leader in the industry, defining what excellent and efficient customer services looks like.





## eClerx Services Ltd

Our analytics practice works with some of the largest companies in the world (Fortune 500 and FTSE 250) to help them glean insights from their data - insights that enable smarter and quicker decisions.

As the demand from clients for our analytics services outstripped the number of skilled resources available locally, the competition for hiring a limited number of skilled analytics professional in the Indian market place intensified, and clients often requesting for very rapid go-live dates, we piloted "building analytics talent".

The central Learning and Development team deployed scalable solution to up-skill new hires (with no prior experience on the required technologies) for 3 weeks - intensive, hands-on and immersive training on Excel, SQL and Access. While there are many off-the-shelf solutions for training on Excel, SQL and Access - the problem with many courses available in the marketplace is that the learning is not customized to the specific needs of an employee's particular role and process. General analytics training can only take a new hire so far - a critical differentiator for improving overall performance is courseware in a specialized skill like analytics custom

built to the new hire's job and role. And so we set out to build collaterals, case studies, and assessments to mirror the analytics problems that our employees work on every day.



The central L&D has made a significant people and infrastructure investment to make this initiative successful. Six full-time specialist trainers conduct trainings across five facilities in three cities (Mumbai, Pune, and Chandigarh).

In the last one year we have up-skilled almost 400 new hires on the basis of analytics (Excel, SQL, Access) and trained almost 2,300 employee on various analytics tools.

The next step for our 'hire-train-deploy' model is to setup a 3-week long training on digital analytics where new hires are first trained on Excel, and then digital analytics fundamentals, followed by training on digital analytics tools like Google Analytics, Adobe SiteCatalyst, Adobe Discover, and Adobe Test&Target. And after we set up the 3 weeks digital analytics training, around December 2014 we will be setting up an immersive 4-week training on business intelligence.

## Tech Mahindra Ltd

The project described here is a skills' development program designed for Tech Mahindra Business Services Ltd.'s team leaders (TLs), each managing a team of 10-15 advisors. The goals of the Team Leader Effectiveness Program (TLEP) were based on three aspects of business—people, profitability and customer. They listed 3 key expectations from every TL:

- Improve employee experience
- Manage and drive operational efficiencies and commercials
- Manage and enhance customer experience

Based on these key deliverables, every TL was calibrated according to RAG (Red Amber Green) analysis. What emerged was the need for a holistic approach that would help TLs perform their jobs better and link the performance to business objectives. It was critical to the program to define success. A structured certification process was agreed upon to measure the TLs on their capability to deliver on these areas:

- Net Promoter Score (NPS) scores
- People efficiencies
- Commercial performance (debt collection, sales etc.)

Emotional Intelligence (EI) was built in as the backbone of this program. Supporting this with a strong certification and governance framework, they ensured that the accountability of the TLs' success rested with the TLs themselves and their reporting managers.



TLEP covered 506 TLs over a period of 2 years. The rollout of the program was done in a phased manner to ensure the interventions were adjusted to suit every business vertical. Highlights of the impact of TLEP:

### Individual TL Performance level

MOS Areas	Baseline	Outcome	Improvement
Coaching Capability	34% (Q3'12)	62% (Q4'13)	28 points
Customer Experience Scores	53% (Q3'12)	71% (Q2'13)	18 points
Commercial Performance	54% (Q2'13)	92% (Q1'14)	38 points

### Organizational Performance

- Overall customer experience moved up by 6 points on NPS and 20 points on First Call Resolution
- In the overall sales and collection areas, the TL performance showed improvement by 5 points and also a reduction in the standard deviation by 4.5 points

# Connected World. Connected Solutions.



Tech Mahindra embraces the connected world, offering innovative and customer-centric information technology services and solutions.



[www.techmahindra.com](http://www.techmahindra.com)

**Tech  
Mahindra**