



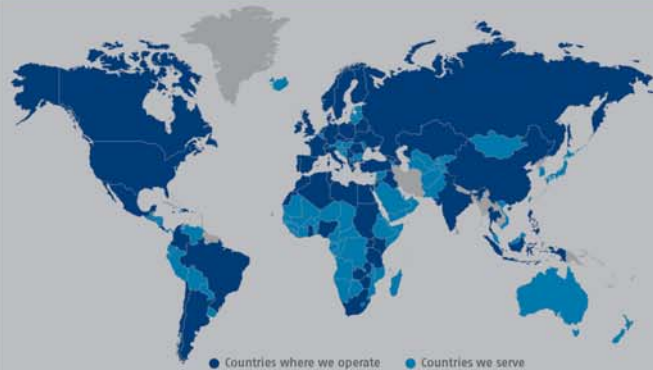
NOA Symposium & EOA Awards Supplement





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Introduction

Hello and welcome to the 2014 NOA Symposium & EOA Awards supplement.

The NOA Symposium 2014 took place on 10 July in the City of London and I have to say it was our best Symposium yet – in terms of both content and attendees! Both were top notch and so drove excellent interaction. The presentations from our wealth of speakers are available to members via the NOA website – please take a look. At the Symposium the NOA released its latest “Outsourcing Works” research and top level findings can be found on page 5. We also launched our corporate accreditation programme – you can read more on this on page 8.

The Symposium was followed that evening by the EOA Awards and this supplement showcases the shortlisted and winning entries for the 2014 EOA Awards which, now in its fifth year, took place in London in July. Inside you will find their synopses so you can learn more about the projects and companies that took part and their latest achievements. Once again the EOA Awards has seen a record-breaking year for submissions, featuring a host of best-practice examples from across the European outsourcing industry. I am delighted to see such variety and detail within this year’s entries, which goes to show the level of talent and professionalism that exists within our industry. All shortlisted and winning applicants should be incredibly proud.

Stay tuned for next year’s dates by visiting our website – www.noa.co.uk

Best regards,



Kerry Hallard, CEO, National Outsourcing Association (NOA)





“
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.

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Research from NOA

Value beyond cost savings – myth or reality?

One of the hottest topics in specialist sourcing media is the shift towards added value being a key driver for outsourcing, with customers moving rapidly away from the old school ‘your mess for less’ attitude. Contemporary theory holds that other business benefits have now found parity with cost cutting in terms of creating customer satisfaction.

Partnering with Polaris, the NOA surveyed 158 of its members to assess the benefits beyond cost savings, to find out what’s important, how well is it being delivered and what measurements are in place to track its success.

Another key objective of the research was to find sympathies and disconnects among buyer and supplier attitudes: buyers were asked their view, suppliers were asked what they thought their customers are thinking, both in terms of their current picture and their plans for the future.

The survey sample consisted of many highly experienced professionals, with 71% of buyers and 74% of suppliers having more than 5 years’ experience in outsourcing. One third of buyers have more than 10 years’ service, compared to 56% of suppliers.

Key Findings

Outsourcing delivers
92% of buy-side professionals agree that outsourcing delivers business value, with 61% strongly agreeing. 81% believe that engaging outsourcing suppliers has

made their company more competitive (56% strongly).

Cost savings are the deal maker, improving services is on the up

54% of buyers state that reducing costs is the single main driver. 36% of buyers are choosing outsourcing primarily to improve services. Suppliers concur: 56% think buyers are mainly looking to cut costs, and 27% desire improved services above all else.

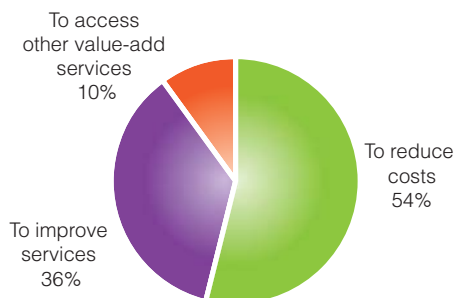
11% of buyers state that they primarily outsource for other value-added reasons. Suppliers are more enthusiastic, with 17% believing this to be the case.

Suppliers are also committing to productivity improvements: 64% of them are promising their clients between 11-30% increases, whilst stating that clients simultaneously expect cost reductions - 57% of buyers expect savings between 21-40%.

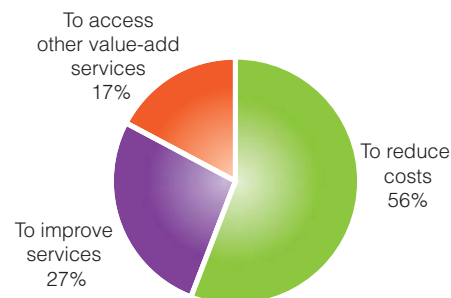
Value adders by rank

Buyers rate the most important value added activities as: service improvement (mean score 4.29/5); end client satisfaction (4.03); access to new technology/processes/tools (3.89); allowing management to focus on the core (3.79). Suppliers mostly concur, agreeing that service improvement is the biggest driver.

Buyers drivers



Suppliers views of client drivers



Less popular drivers for buyers include establishing more flexible HR models (2.78/5) and revenue generation (2.76), yet suppliers suppose outsourcing-based revenue generation to be 10% more important to buyers than it actually is.

How well is it delivering?

The survey found 'perception gaps' in terms of how important a value-add benefit is, and how well it had delivered benefits. For example, service improvement is weighted with an importance of 4.29/5 for buyers. Its average delivery of business benefits rating of 3.32 makes for a 19.4% success perception deficit, i.e. it is delivering, but not in line with how important it is. For buyers, all benefits were in success perception deficit. The same was not the case for suppliers, who thought increased levels of productivity, access to new technologies/processes/tools and establishing more flexible HR models were all delivering more than their perceived importance to clients.

Another perception gap is the general trend for suppliers believing things to be going better than their buyers do (the survey reveals that, on average, suppliers perceive clients to be benefiting 9% more than clients themselves believe they are).

Why the gaps? How is it measured?

Returned scores suggested most buyers were around 83% confident they could measure the success of their outsourcing. But the biggest disconnect in the survey was when buyers' were asked how they calculate the value.

Whereas buyers registered that studying increased outputs was their most favoured measure, suppliers supposed that it was one of the buyers' least used mechanisms: suppliers rated cost reduction, customer surveys, improved outcomes, and decreased inputs all as more conducive to how their clients assessed success.

Helpers and hinderers

To promote successful outsourcing, good relationships/partnership was highlighted as the most important influencing factor by buyers, with 80% of buyers ranking it as highly important and 72% of suppliers. For buyers, all the key components of outsourcing success were the softer skills, ranking governance, their team's and the supplier's teams skills and capabilities and then supplier transparency/trust as key to success, in that order. Suppliers offered a different ranking after relationship, citing supplier transparency, process transformation and their team's capabilities as being most helpful to success after the relationship. Use of multiple suppliers was ranked as least influential to achieving added value by both parties, with a third of suppliers (36%) seeing it as a negative compared to 35% of buyers seeing it as such.

Outsourcing is successful but it can do better

60% of outsourcing buyers plan to use outsourcing more in the next five years, which presents many opportunities for our industry, but there are some key differences of opinion around how to measure the success of outsourcing, particularly around the theme of increased productivity, which suppliers are promising much more of.

There is also some buyer/supplier dissonance around how to make relationships work optimally. It appears that a greater emphasis on people and relationship skills would go some way to aligning perceptions of collaborative success.

The NOA will offer many more findings and greater objective analysis in the upcoming report Added Value in Outsourcing. Copies are available for NOA members free of charge via the website, please go to: www.noa.co.uk.

Thank you to our partners Polaris



HIGH PRODUCTIVITY OUTSOURCING (HPO) ADDRESSING THE COMPROMISES OF TRADITIONAL OUTSOURCING MODELS

What is Polaris' High Productivity Outsourcing (HPO) model?

HPO is an outsourcing engagement model focussed on increasing operational productivity. By shifting the focus from Inputs to Outcomes, Polaris are creating shared destiny environments in which both ourselves and our clients have a vested interest in the success of each and every engagement.

Why are Polaris better placed to help me above and beyond other outsourcing service providers?

As organisations have become increasingly mature in terms of their outsourcing strategies, substantial amounts of the low complex (typically 'run-the-organisation') activities have already been transitioned to low cost locations. As a result Outsourcing providers, and organisations are having to find new ways of delivering the year-on-year savings that the organisation demands from outsourcing.

In traditional resource centric outsourcing models, vendors tend to focus on maximizing the number of resources deployed in an engagement as it is this that drives the growth of their business. Meaning vendors have a preference for less automated, simple work that can be carried out with large teams in low cost locations. This focus directly conflicts with that of the client organisation for leaner, more productive teams delivering greater throughput.

As a challenger to 'traditional outsourcing' providers Polaris are focussed on driving productivity rather than expanding or maintaining resource numbers.

What are foundations of HPO that enable greater productivity?

There are three pillars on which HPO is built, these are:

1. Client Academies

When establishing these Academies we work directly with clients to create: a) Orientation; b) Business & technology awareness; and c) system specific training courses. Throughout the life of an engagement resources continue to be trained and assessed to ensure deep knowledge of the clients business, culture, processes and systems.

2. Innovation Labs

Client centric labs are established on themes driven by client priority such as Digital Banking, Payment and Risk/Regulatory. The main focus of the labs is to drive forward looking technology optimisation.

3. Performance Guarantee

In addition to investments in client centric academies and innovation labs Polaris place 10% of the revenues received from the client at risk. Ensuring that both Polaris and the client have a vested interest in delivery of the productivity improvements agreed.

So what does HPO mean for me?

- Increased productivity to the tune of 30% over 2-3 years time leading to significant cost savings
- Ability to stay ahead of competition by solving complex business and technology challenges through Innovation labs and Academies
- Move significant proportion of engagements [>60%] into output / outcome model



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

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

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?



Big Data

How can Big Data Analytics Improve Your Customer Experience?



From targeted online advertising, to research and intelligence organisations, the topic of ‘Big Data’ continues to grab headlines and divide opinion in the minds of business and consumer alike.

Popularly attributed to John R Mashey, chief scientist at Silicon Graphics, ‘Big Data’ as a term has been around since the 1990s and is frequently misused. Technically referring to data capture capability of 100TB+ (made possible by a new generation of databases such as Hadoop), without the algorithms capable of extracting genuine results from the mass of unstructured data and an approach to using this information which is both scientific and business-centric, ‘Big Data’ on its own is meaningless.

In a recent opinion piece in The New York Times entitled *Eight (No, Nine!) Problems with Big Data*, the writers highlight the risks of simply crunching data without understanding what the data can and cannot do and establishing clearly defined business goals. They warn against approaching the data as ‘a silver bullet’ when in reality it’s just a starting point.

According to a report from McKinsey & Company (“Game Changers: 5 opportunities for US growth and renewal, July 2013), *“Just as new information technologies and the Internet itself fundamentally transformed business and sector competitiveness over the past 20 years, Big Data is poised to bring about the next wave of innovation, productivity, and growth. [...] By exploiting big data and advanced analytics to improve decision making and unearth valuable insights, an individual company can significantly raise its efficiency and cost effectiveness”*.

I. What Big Data Analytics can do for Customer Experience Management

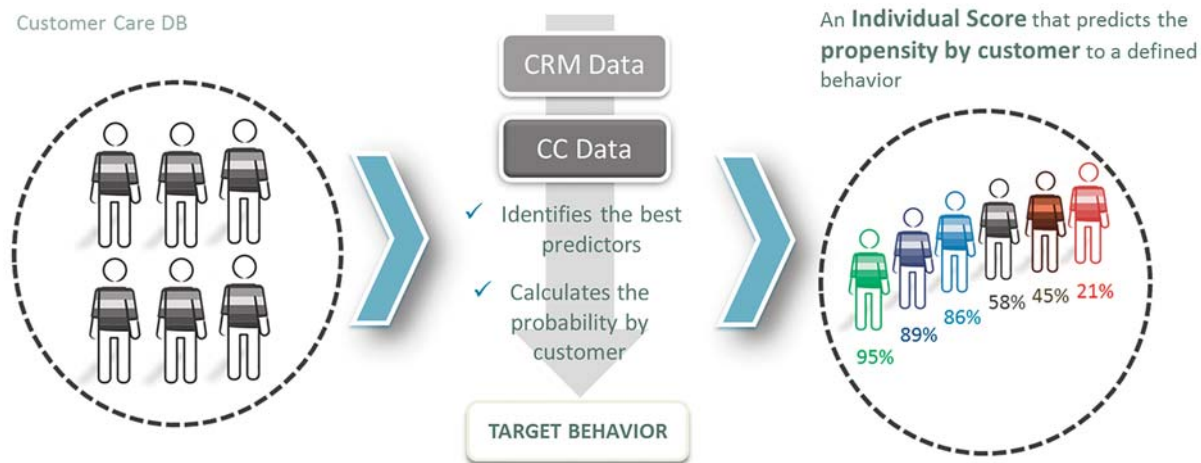
Within the world of outsourced customer experience management, data analytics offers huge potential to increase understanding of customer behaviour and brand perception but the end goal is to translate this analysis into actions that will improve the multichannel customer experience. Research conducted by Bloomberg Businessweek in 2013 (Global Customer Experience Trends and Best Practice) highlights the opportunity-paradox that this presents: between the challenges posed by today's mobile multichannel world and the voluminous data being made available by consumer interactions across all these channels.

Data-driven marketing strategies are superseding customer segmentation and profiling, which were built on assumptions of likely customer behaviour based on identified patterns of behaviour. In terms of addressing an overall customer experience, it is not just about targeting the right business or individual for a particular product or service but addressing them at the right time and in the most desirable manner. Customers want convenient, smart and consistent interactions with a brand, in every channel they choose (and they may choose several for the same query). Companies therefore need to understand how to deliver and improve customers' perceptions across different touchpoints in order to deliver a better – proactive rather than reactive - experience.

The e-retail giant Amazon illustrates this perfectly. For an anonymous user (not logging on to the service), Amazon is a generic shop window with a standard display of products and special offers. The real power of Amazon comes alive once the user logs on: the Amazon 'shop window' becomes tailored, with specific landing pages, deals and recommendations addressing the user's perceived tastes and interests based on browsing history and past purchases. It doesn't stop at special offers though; this information is used to provide an excellent customer service experience and attend to the needs of its varied customer base. In this way, the Big Data analytics deployed by Amazon is a huge benefit to the small and medium businesses that choose to trade under the Amazon umbrella and their regular customers, and it is a selling tool for Amazon to both its B2B and B2C customers.

II. Outsourcing Data Analytics

Without a clear plan for using the data, or a focus on a clear business need with a desired outcome, many companies end up not using the information available to them in the most efficient or effective of ways. A clear strategy is necessary in order to define which analytical variables should be identified as well allocating adequate resources to the project as a whole. This is where outsourcing your data analytics can be a good way of identifying – analysing – and deploying measures to address specific business needs and goals quickly and efficiently.

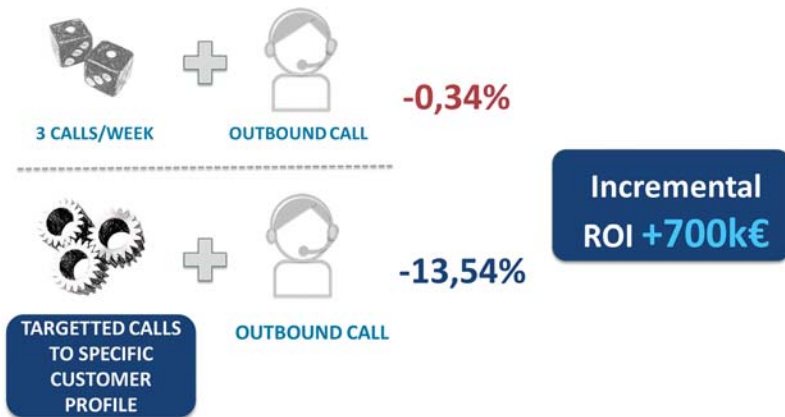


Source: GN Research

An outsourced partner can be ideally placed to enable a company embed Analytics into their Customer Interaction Processes in one of two ways:

- **Bottom-Up:** to introduce Big Data Analytics tactically in an organization by shortening the deployment cycle, reducing the risk and quickly producing measurable ROI.
- **Top-Down:** to map existing processes and data, design a strategic roadmap to gather customer behavioural data, organize an analytics layer and deploy new analytics-powered processes.

Example of targeted usage of consumer data: Proactive complaint prevention case



Source: GN Research

In order to generate value through Big Data Analytics, there are a number of Key Success Factors to consider:



Source: Teleperformance

III. In Conclusion

Big Data Analytics has already changed the way businesses can address the needs and requirements of their end-users more quickly, efficiently and individually. It has the power to transform customer experience management by allowing the design and delivery of an individual 'proactive' customer experience. Companies can use Big Data Analytics to target their customers individually in the most appropriate format via the most effective channels and make the customer experience as effortless as possible.

Big Data is powerless without solid analytical capabilities and the outsourcing of Big Data Analytics can offer quick results with significant, measurable ROI. Choosing the right analytics partner can be as important as having a clearly identified business need matched to a desired business outcome. According to Lauren Gibbons, the author of the Bloomberg report, the link between customer experience outsourcing and data analytics is evident: *'the trend is clear for organisations around the world: Learn what customers value through the data they generate and the deliver on that value at the point of need.'*



Paolo Righetti is CEO of GN Research. Within Teleperformance framework, GN Research focuses on Consumer and Customer Experience with a full-service offer of quantitative and qualitative marketing research, innovative research products and advanced, big-data-oriented Analytics tools. www.gnresearch.com



What is AOM?

Active Operations Management (AOM™)

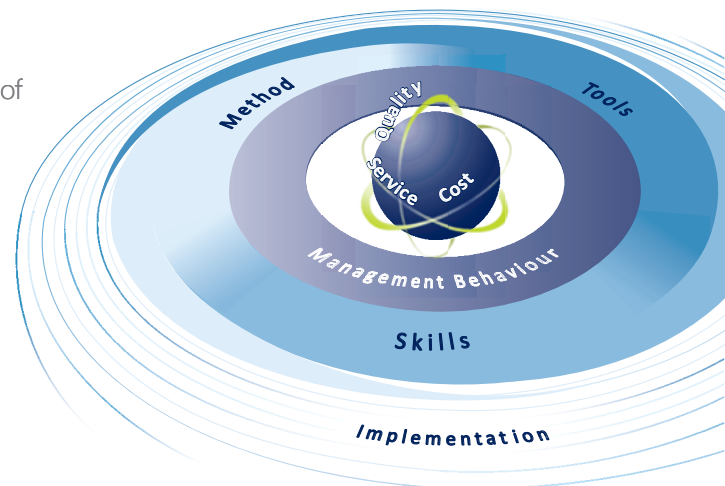
is an innovative approach to operations management that focuses front-line managers and their staff on the achievement of quality and service levels at the optimum cost.

Primarily, AOM drives fundamental and lasting change in **management behaviours**.

It achieves this by concentrating on three aspects:

Method, Skills and Tools.

These are introduced to your organisation through a structured 12–16 week implementation programme.



The AOM

Method...



...defines the essential daily, weekly and monthly planning and control processes required to better manage and improve performance.



AOM Skills...



...equip managers with the relevant competencies and behaviours to actively manage their staff at an individual level.



AOMi offer a set of accreditation and certification programmes to recognise the AOM Skills gained by managers.



AOM Tools...



...convert data into information and, together with the AOM Method, provide skilled managers with the intelligence and ability to make confident decisions.

AOM Tools are packaged into an easy-to-use, yet powerful, cloud-based applications suite called Workware™.

NOA Symposium & EOA Awards

On 10th July, the UK and pan-European outsourcing communities gathered near St Paul's in London, to debate and discuss the latest trends in outsourcing.

Feedback from our members indicates 2014 was a record breaking year, with 98% of respondents indicating that they would recommend the NOA Symposium to a friend.

An increased audience of over 200 outsourcing professionals, more delegate interaction, growing number of buy-side participants and all time number of sponsors helped to contribute to the success of the Symposium. We'd like to thank all those that took part and contributed to a fantastic day.

Kerry Hallard, CEO of the NOA kicked off proceedings at the annual NOA Symposium by launching the latest NOA research supported by Polaris on "Value Beyond Cost Savings"; an overview of the results can be found on page 5 in this supplement and a full report will be launched in the coming weeks. Delegates at the Symposium then voted through the live interactive polling

system to contribute their views on ethics in outsourcing. Lauren Tennant, Chairman of the NOA then outlined the offering for accreditation which, based on NOA's LifeCycle Model, assesses compliance with and maturity of outsourcing best practice against the NOA algorithm.

After the NOA updates, James Cuthell (Commercial Change Manager at EE and NOA Council Member) chaired the Outsourcing Debate consisting of Robert Chapman (Director at ISG), John Willmott (CEO at NelsonHall), Leslie Willcocks (Professor and Director of the Outsourcing Unit at London School of Economics and Political Science) and Fabrizio Napolitano (Partner at Deloitte). Top issues discussed included "Robotics, cloud and disruptive technologies – will this change outsourcing as we know it?", "Is offshoring still a viable option for new contracts?", "What are the implications of GBS? Is it suitable for mid-tier companies?" and "Outcome based pricing – will it become the norm".

Delegates then divided into breakout streams that were led by NOA Council Members and sponsors. Sessions touched upon many themes including digitalisation, governance, innovation, re-shoring v offshoring, customer experience, social media, exit management, GBS and benchmarking. Each session



allowed for interactive discussions where attendees were encouraged to share ideas and offer advice.

Next up was Stephen Kelly, Chief Operating Officer for UK Government. Keen to demonstrate “How SMEs can work with the public sector to foster innovation and growth”, he outlined how the cabinet office is becoming a better procurer of outsourcing services by engaging with suppliers early, simplifying the procurement process and having ‘right-size’ contracts.

The AOMi session went on to look at how increasing the operations management capability within an organisation can help providers juggle the need to reduce costs while maintaining the quality of their services and increasing the speed of delivery. Drawing on practical experience from a former Senior Operations Manager at Xchanging, Roberta Tomasoni (Lead Analyst at AOMi) interviewed Elliott Tiernan on stage.

Unlike most conferences, this universally known ‘graveyard’ slot just after lunch did not involve slow moving PowerPoint. Instead, the NOA upped the tempo by having three great buy-side speakers from British Gas, AstraZeneca and EE talk about how they get added value from their outsourcing contracts. Insights included the need for defining “value”, importance of measuring value and communicating this to your supplier.

To conclude the Symposium proceedings, motivational speaker Marc Hogan took to the stage and talked about his experience at the Edinburgh Fringe Festival. He also “loosened up” the guests in preparation for the networking drinks by encouraging them to pay compliments to the person they were sitting next to. It was an unusual finish to a day that was full of firsts, and we look forward to a good serving of seconds in 2015.

Throughout the day guests could pose their questions and tweet their opinions using a new integrated web-based tool for real-time audience interaction. This opened up a new world as those who previously shied away from taking the mic could ask their questions anonymously. Delegates could “like” their questions to create a top rated list that was posed to the speaker. Favourites included:

“With some 40% of firms which have offshored work now looking at re-shoring (according to research by Loughborough University) is higher value work now better done in-house?”

“Who drives innovations in outsourcing? Is it buyers demanding new technologies or suppliers proactively suggesting them? Does new technology usually also mean a new supplier?”

“Is the changing economic climate in India driving buyers to consider near-shoring?”

“Why doesn't Government better promote outsourcing successes?”

Later on that same evening, the European Outsourcing Association (EOA) Awards recognised the preeminent projects, providers, innovations and locations for best practice in pan-European outsourcing. Kerry Hallard, CEO of the NOA (UK chapter of the EOA) said “We were delighted to see such variety and detail within this year’s entries, which goes to show the level of talent and professionalism that exists within our industry. We’d like to congratulate all the winners, and thank all those that took part. Thanks also go to our sponsors for supporting the event. Without them it would not be possible.”

EOA Award Shortlist

European BPO Contract of the Year

- **Conectys - WINNER**
- eClerx Services Ltd – Exchange Traded Derivatives Operations Support
- Hays Talent Solutions & Honeywell
- Mindpearl & Weight Watchers

European IT Outsourcing Project of the Year

- **HCL & AstraZeneca - WINNER**
- Easynet & Campofrio Food Group
- HCL & UKAR Outsourcing Project Engagement
- HML & Irish Mortgage Lenders
- Intetics Co & Desk-Net GmbH

European Outsourcing Service Provider of the Year

- **Teleperformance - WINNER**
- 60K
- Luxoft
- Mindpearl
- Sitel
- Sofica Group

European Outsourcing Advisory of the Year

- **Eversheds LLP - WINNER**
- Avasant
- Bird & Bird LLP
- CMS
- DLA Piper LLP
- eClerx Services Ltd

Offshoring Destination of the Year

- **Fiji - WINNER**
- Belarus
- Bulgaria
- Portugal
- Serbia
- South Africa
- Sri Lanka

Award for Corporate Social Responsibility

- **SPi Global - SPi for Visayas - WINNER**
- 60k - Animal Rescue Sofia
- Teleperformance - Citizen of the World (COTW) in EMEA

Award for Innovation in Pan-European Outsourcing

- **Teleperformance - CX Lab - WINNER**
- eClerx Services Ltd – ISDA CSA Document Risk Review
- Geoban S.A – Disputes Service Centre
- GFT

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

- **ITC Infotech & Danske Bank - WINNER**
- Conectys
- Elix-IRR
- Sofica Group & iGate
- Sitel & Flybe
- Wipro BPO
- Ziggo & TechMahindra

European Outsourcing Professional of the Year

- **William Pattison, Chief Executive Officer, Mindpearl BPO - WINNER**
- Juan Crosby, Partner, CMS
- Paul McDonald, Director of Strategic Accounts, Sykes Global Services
- Pedro Lozano, EMEA Managing Director, Sitel

European Outsourcing Buyer of the Year

- **Ziggo & TechMahindra - WINNER**

Shortlisted entries

for the **EOA Awards 2014**





European BPO Contract of the Year



WINNER

European BPO Contract of the Year

Conectys



End Customer quotes:

"Very helpful and willing to please customer. I give that score cause every time I have sent my product in.

Communication with me has been prompt and professional at all levels, not to mention the quality of the repair and the quality of the watch, I've had it for 13 years that doesn't happen.....ever"

"I have already recommended that a friend gets his watch repaired (he has been avoiding sending it away). I told him that there's nothing to worry about because of the great customer service you offer."

"The product is good and the customer support helped me a lot."

"You were able to support me even out of warranty issue."

"All customer service reps have been friendly and helpful"

Conectys is a recognised leader in multilingual and multicultural outsourcing with close to 10 years of service excellence. With facilities in Belgium, Romania and the Philippines, Conectys services over 35 languages with multilingual teams driven by effective processes and proven technology. Named as the "BPO Firm of the Year – Rest of CEE", at the Central and Eastern Europe (CEE) Outsourcing and Shared Services Awards in February 2014, Conectys has more than 300 employees. The company is also ISO9001:2008 certified and PCI-DSS Compliant.

Its customer is a leading designer and manufacturer of sports precision instruments for diving, training, mountaineering, hiking, skiing and sailing. Prized for intuitive design, accuracy and dependability, it is a global organisation, employing more than 400 people worldwide and selling products in more than 100 countries.

The main project objective was to consolidate Conectys' client global support across all languages and communication channels with a true partner that strives for excellence in Customer Experience. Other objectives included:

- Ensure product improvement and real time insight into customer experience by collecting and reporting relevant customer satisfaction data.
- Lower the operational and overhead cost
- Increase sales conversion rate, by enabling PCI compliant, credit card payments over the phone

- Implement a multi-channel CRM system that will capture multilingual customer interactions at a compelling cost
- Provide a telephony system that enables 100% call recording and full Service Level data traceability
- Provide real time, quantitative and qualitative customer reporting capabilities that can be reviewed efficiently
- Implement scalable multilingual and multicultural operations that allows the customer to support current and future geographies
- Provide additional support such as product testing, spare part replacement services and logistics management

All of the objectives were achieved and many exceeded. As a result of this Conectys was awarded the outsourcing contract and additional top level processes.

Conectys has helped its customer to improve First Contact Resolution (FCR) rate by 40 per cent. Its Net Promoter Score (NPS) increased by 170 per cent in 2013, with a record NPS in December 2013. The time it took to replace spare parts was reduced by 15 per cent, and there has been a decrease in product replacement rate of 20 percent. Finally Conectys achieved an overall end user quality score of 89%.

Shortlisted entries

European BPO Contract of the Year

**eClerx
Services Ltd**



Introduction

eClerx is India's first and only publicly listed Knowledge Process Outsourcing ("KPO") company providing data analytics and process solutions to a number of the world's prominent financial institutions, online retail and distributors, interactive media and entertainment, high tech and industrial manufacturing, travel and leisure and software vendors. eClerx employs 7,000+ FTE across its six offices in Chandigarh, Mumbai and Pune with onsite presence London, New York and Singapore. Our clients range from top global sell-side Financial Institutions to a number of Hedge Funds and Asset Managers.

Challenges

A leading European investment bank was facing challenges with stringent timelines for static data setup; trade matching, clearing and reconciliation, across systems. Client's processes were scattered across geographic locations, which led to further fragmentation and lack of structured procedures and data inconsistencies.

Project Objectives

Leveraging eClerx's strong domain knowledge in supporting listed derivatives operations, objective of the project was to offer following benefits to client

- 24x5 global hub supporting all regions
- Process re-structuring and scalability
- Peak volume support
- Time zone advantage
- Cost reduction

The functions in scope included Agreement Management, Trade Matching and Clearing, Reconciliations, Exchange Fees Reconciliation, Billing and Brokerage and Static Data set-up and Maintenance.

Approach

Phased Approach:

Depending on the functional scope and geographical locations, all work streams were transitioned using a phased approach starting with EMEA then APAC and NA towards the end. The clients approach was to retain control functions in-house, few complex functions at near shore locations and move others to low cost locations.

Flexible Transition:

eClerx devised a proprietary methodology complying with six sigma standards for seamless transition of client's business needs into technical requirements and measurable metrics.

Onsite Scoping:

eClerx' transition managers travelled to various client locations for end-to-end process study and documentation. Using industry awarded Knowledge management practices; eClerx developed an 8-10 week long training plan to ensure accurate execution. KPI's were designed to monitor process health and change management and escalation metrics were deployed to streamline communications and resolve issues within agreed timelines.

Benefits

- Central processing hub providing 24x5 support for 25+ global exchanges
 - Single reconciliation utility for all exchanges with 99% accuracy
 - 80% reduction in exchange fees variance to \$200K in 8 months
 - Matching and clearing STP improved from 88% to 95%+
 - Reduction in reconciliation completion threshold from 10AM to 7AM GMT
 - 80% reduction in payables and 85% reduction in receivables outstanding
 - Bank FIA electronic matching ranking improved from #10 to first quartile
- Best Practices, Governance and Innovation

Certain best practices implemented are as follows:

- They created a central hub to manage static data updates using "Follow the sun" approach
- Developed vendor control dashboard to track responsiveness
- Performed root cause analysis between brokerage paid/received and accruals

Some major innovations:

- eClerx designed fees reconciliation workflow that was previously non existent
- Developed a clearing control dashboard for easier tracking and timely escalation of outstanding trades.

Shortlisted entries

European BPO Contract of the Year

Hays Talent Solutions & Honeywell

HAYS Talent Solutions
Intelligent Resourcing



Honeywell

Honeywell is a global diversified engineering and technology group, whose products and solutions touch every aspect of our lives. The company has grown through a combination of organic development and acquisition, making for high diversification of operations, processes and cultures.

Hays Talent Solutions (HTS) is a recognised global leader in the delivery of end-to-end workforce management services. As the strategic outsourcing arm of the world's most successful technical and professional recruiter, HTS builds client solutions on a foundation of specialist expertise, market insights and thought leadership.

A commitment to total talent management, coupled with our global reach, ensures that HTS customers across a broad range of markets and sectors benefit from solutions without barriers or limitations. This is why – each year – customers trust HTS with more than £1bn of their resourcing spend.

The challenge

- Outsourced recruitment in 21 countries in Europe
- Requiring a lean, scalable team with local language expertise
- Working seamlessly with Honeywell's internal staffing team
- Variety of hiring types, often technical, sometimes niche

Success factors

We proposed a co-source model, centred around a central multilingual resourcing hub in Poland. The team is highly flexible and able to move around as necessary to ensure any peaks in demand in a certain country are met.

Our partnership has been crucial to the success of this complex BPO project. Every challenge faced is seen as a shared challenge and is addressed jointly by the staffing teams. Alignment of KPIs and a commitment to an

open, honest communication framework has meant that whilst many of the Honeywell staffing leads have never met their Hays counterparts in Poland due to the distance, they work together seamlessly as a single team.

Benefits realisation

- Reduction in time to hire of 12%
- Reduction in agency usage of over 40%
- Reduction in cost per hire
- Improvement in compliance
- Process standardisation

Innovation

This project was particularly challenging in that it required a team of resource consultants in Poland to resource unique, often niche roles in 21 countries. Just as no two roles are the same, the same goes for client requirements. Whilst nearshoring recruitment to local hubs was in itself not an innovation, this was a first for such a complex hiring solution.

The two success factors were Hays' ability to build on 50 years of specialist recruitment knowledge and the commitment of both Hays and Honeywell to open and constant communication. Our latest initiative is to branch out to 'mini hubs', networked to the central operation, to enable us to better support those locations where the language is not widely spoken outside the country.

This was recently demonstrated through the establishment of a mini-recruitment hub in Bucharest as a response to a sustained volume demand and projected forecast, which represented a substantial increase on initial projections.

It is a pleasure for Hays to work with Honeywell. We work as partners and innovators to strive to attract the best talent to Honeywell both now and in the future.

Shortlisted entries

European BPO Contract of the Year

Mindpearl & Weight Watchers



'Mindpearl has learned how to put together a simple, but effective structure that allows partnership to flourish. The structure requires both parties to agree processes that allow strategic alignment; clear and shared objectives; flexibility; visibility and effective two-way communications'

Alan Graham, Chief Commercial Officer, Mindpearl

'The partnership that has grown between Weight Watchers and Mindpearl is one that feels like an integral part of our organisation. The collaborative approach to achieving our overarching goal of delivering the best customer service possible is powerful'

Lisa Lee, Head of UK and European Customer Services European Services & Weight Watchers UK

Mindpearl

Mindpearl is a BPO specialist focusing on international, high quality contact centre operations. Mindpearl was recently recognised as the 'Outsourcing Contact Centre Provider of the Year 2013' at the National Outsourcing Association (NOA) Awards in the UK. Mindpearl supports global brands in the aviation, leisure, telecommunications, retail and weight management industries from its strategically located 'Follow the Sun' locations, in Brisbane, Barcelona, Cape Town and Suva, Fiji.

Weight Watchers International

Weight Watchers International, Inc. is a leading, global-branded consumer company and the world's leading provider of weight management services, operating globally through a network of Company-owned and franchise operations. Weight Watchers has been established as one of the most recognized and trusted brand names among weight-conscious consumers.

Mindpearl and Weight Watcher International's Partnership Relationship

Mindpearl is one of the preferred outsource contact centre providers for Weight Watcher's International. Mindpearl's market support for Weight Watchers International includes UK, Germany, France, the Netherlands, Belgium, Sweden, Denmark, and Spain. These markets are supported with fluency in English, German, French, Dutch, Swedish, and Spanish from Mindpearl's centres in Spain, South Africa and Fiji. The value delivered to date includes cost reduction, improved resource utilisation, BCP and a multilingual, virtualised environment.

Project objectives and business drivers

The key project objective was to implement a standard Quality Process for all call and email quality evaluations across locations and European markets. The drivers included inconsistent quality evaluations across markets and quality concerns for specific markets.

Approach to best practice, governance and innovation

- A dedicated project team representing Mindpearl and Weight Watchers ensured

collaboration and change management

- Group collaboration sessions were held, followed by individual sessions with each market to agree key metrics and market differentiation
- Although there was a standardised quality process implemented, cultural and market differences had to be taken into consideration along the way. All changes and issues were approached collaboratively.
- Mindpearl opened Qfinity (Quality Assurance software programme), now all market owners within Weight Watchers has access to live call and screen recordings
- Weekly conference calls and reporting also ensures visibility and transparency
- Mindpearl's corporate and relationship governance included; strategy alignment; defined policies and procedures and project management

Challenges

- Virtualised support across 3 locations
- Cultural differences across markets
- Each EU market serviced by Mindpearl have its own approach and preferences
- Standardisation across sites and the number of European markets involved have never been attempted before

Results

This Quality Assurance Process proved to be effective, it ensured:

- Everyone understands the desired standards
- Equal balance between:
 - Soft skills/communication skills
 - Product information
 - Compliance (Policies and Procedures)
- Reports add value to relevant functions/areas
- Equal volume of evaluations conducted per agent
- Ensure objectivity in call-and email evaluations
- Ensured effective and regular coaching
- Ensured effective analysis and feedback of results
- Contributed to training efficiencies



Nearshore Software Development

Over The Last Years Ciklum Has Helped 200+ Companies

About Ciklum

Ciklum is an award-winning Danish company with more than 12 years of experience in nearshore software development. We attract the brightest IT talent from a pool of more than 41,000 IT personnel. We help you hire and retain the right team to meet your business goals, reducing overall cost and providing scalable growth. To date we have helped our 200+ partners hire and retain more than 2,000 staff for their own development centers.

Technical Expertise

We offer expertise in the following areas:

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- Cloud Computing: Amazon Web Services, Microsoft Azure, Google App Engine
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- Embedded: C, C++

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Your vision. Our team. Structured, solution-focused development that will formalize your own vision with professional project management to create a working product. Agile and scrum-driven solutions in development are demoed on a weekly basis, giving clients the opportunity to take an active part during the development process.

Ciklum Consulting

A deep-dive analysis of your business' key metrics allows onshore and nearshore expert Agile Business Transformation teams to help your business develop programs which include scaling strategy, Agile & DevOps education / implementation, repetitive benchmarking and adjustment.

GET IN TOUCH

For more information, please visit www.ciklum.com or contact ciklum@ciklum.com.



European IT Outsourcing Project of the Year

WINNER

European IT Outsourcing Project of the Year

HCL &
AstraZeneca



In 2011, AstraZeneca, a British-Swedish multinational pharmaceutical company headquartered in London, awarded HCL Technologies (HCL), a leading global IT services provider headquartered in Noida, India a five year engagement wherein HCL took responsibility for managing AstraZeneca's entire data centre environment across over 60 locations globally including hosting and migration of some of the existing large data centres and managing the AstraZeneca's global collaboration environment. HCL's engagement with AstraZeneca started with the Emerald program in December 2011. The Emerald programme consisted of two key components - transitioning from the previous incumbent followed by an aggressive IT infrastructure transformation.

Emerald Programme Objectives

- Accelerated transition from previous incumbent with minimal service disruption.
- Achieve more than 60% virtualization across all primary data centres.
- Improved storage provisioning through new technology and standardization.
- Improve IT infrastructure availability by reducing the number of incidents.

Emerald Programme Business Drivers

- Achieve technical leadership through a cutting edge yet simplified and cheaper infrastructure.
- Reduce IT infrastructure (data centre hosting and collaboration) operating cost.
- Stable and secure IT environment.

Emerald Programme - Approaches to best practice, governance and innovation

- Award winning HCL IP ASSeT™ framework for service transition.
- HCL's standard processes and templates ensuring timely delivery of the large scale migration.

- HCL's culture, values and business principles - Employee First, Trust, Transparency, Flexibility and Value Centricity.
- Value portal for service improvement, ISPDM and ITIL .
- HCL's standard processes and framework for continuous improvement.

Emerald Programme Challenges

- Aggressive schedule – transition of such a large data centre hosting and collaboration infrastructure was targeted to complete within four months from previous incumbent.
- Incumbent was very slow in releasing information.
- Cultural change in sourcing relationship.
- Unavailability of detailed environment data.

Shortlisted entries

European IT Outsourcing Project of the Year

**Easynet &
Campofrio
Food Group**

#easynet

Introduction

Homes across Europe have cupboards stocked with products from Campofrio Food Group (Campofrio), from chorizo to fresh cheeses. Campofrio has a presence in eight European countries and the United States and sales of two billion euros. With some of its ten household brands being more than 150 years old, the business has grown and diversified into Europe's leading company in the meat products sector. Technology has played a crucial role in the growth of Campofrio and will continue to do so as it delivers on its ambitious plans for growth. The organisation aims to become one of Europe's most admired and successful food companies.

Easynet Global Services is the largest network and hosting integrator in Europe. It has around 900 staff and 20 years' experience in delivering managed services to national and multinational businesses, including EDF, Sage, Yakult, Transport for London, Bernard Matthews and Anglian Water.

Project objectives and business drivers

Campofrio approached Easynet as a result of its excellent track record in delivering managed services to global businesses. Easynet worked closely and at length with Campofrio to understand its business challenges, and to shape IT's role in helping the organisation meet these challenges.

Business drivers for the transformational IT programme included:

- The need to improve collaboration across different, disparate sites across the world
- The need to maintain cost controls
- The need to continually evolve and innovate
- The requirement to maintain a competitive advantage
- The need to improve efficiencies and ensure maximum productivity across the business

Approaches to best practice, governance and innovation, and challenges

Easynet's team is experienced in delivering multi-site solutions, and for Campofrio, combined global reach with local expertise. In each of the countries included in Campofrio's roll out, Easynet had a team 'on the ground', with local language and knowledge of the regulatory environment for their market. Easynet's project management team called on experts across the business to ensure Campofrio had the benefits of Easynet's extensive experience.

Together, the businesses worked to transform Campofrio's IT, to ensure the technology was in place which would help drive forward its business plans and maintain its market leadership. This technology included:

- A new, powerful, secure corporate network
- Intelligent measures in place to monitor business application performance on the network
- Fully-managed videoconferencing services across 12 of its sites

Results

Results have been, to date:

- Improved communication and collaboration between sites
- Reduced need for travel – and resulting cost savings - thanks to videoconferencing solution
- The rollout of a flexible IT platform which can see different sites added or removed as necessary

Nuria Simó, Campofrio's dynamic CIO, led this project. She commented, *"From the outset Easynet has helped us with the IT to transform our business, and both solutions and technology they provided have exceeded initial expectations. The confidence we have in Easynet has helped us to establish an IT strategy aligned with present and future needs, and the increasingly international dimension of Campofrio Food Group"*.

Shortlisted entries

European IT Outsourcing Project of the Year

**HCL & UKAR
Outsourcing
Project
Engagement**

HCL

Key Engagement Objectives

Following the merger of B&B (Bradford & Bingley plc) and NRAM (Northern Rock Asset Management plc) and the formation of UKAR both organisations moved to a common IT platform. UKAR was heavily outsourced and close to the end of two large black-box, first-generation IT Outsourcing Arrangements that had been in place for over ten years. The breadth of services included Infrastructure, AD, AM, EUC, Service Desk and Voice (fixed and Mobile). HCL was selected as the most appropriate service provider to align to our business model.

The Key Drivers were: to variablise the IT cost, stable service delivery, make the SLAs outcome base and align them to business objectives and lower the risk of transition

Partnership Approach

Work together towards the common goal. HCL worked positively and constructively with UKAR to overcome the difficulties of migrating away from one of our incumbents, who were challenging.

The relationship founded on the following principles and foundations of:

- With good governance, also create a symbiotic relationship focused on desired outcomes and ensure all interests are aligned and working to common relationship objectives.
- Create a culture where both parties work together towards the overall long term success of the relationship.

Business Case and Benefit Realisation

Foreseen benefits have been realised. We now have a more agile, flexible contract in place.

After migration, HCL went the extra mile to provide a flexible pricing model to deliver a program full of unknowns, with significant exit challenges to overcome. Jointly managed unknowns on the way and delivered within

the pre-agreed price committed to UKAR.

Value delivered: HCL redesigned the complete architecture, supported by fully documented solution, architecture design and decision through UKAR aligned process. Alignment relationship with Executive personal sponsorship was done. Multiple work streams was created and tracked at an individual level.

Objective achieved: Simplified IT for UKAR business and alligned on best practice contract which is SYSC 8 compliant. Moved from Helpdesk to Service desk – proactive service delivery model. Created meaningful SLA's based around business outcomes and stabilized the services which is high on flexibility and transparency

Innovation

Both organisations are working together to identify innovation that can drive continuous improvement and this is reviewed regularly within the governance model and considered at Exec level down.

Key innovations implemented to date –

- Business aligned SLA.
- Flexible Service based model as per business demand. Suits UKAR business model of running down accounts.
- Multiple- level Collaboration between onsite and offshore team.
- Core and Flex change the business model to address changing project needs.
- Implementation of Gold Standard assessment process.
- KPI based Value portal to generate ideas from the team and track it to closure.

Shortlisted entries

European IT Outsourcing Project of the Year

**HML & Irish
Mortgage
Lenders**

HML

the ability in financial outsourcing

Introduction

HML is the UK and Ireland's largest and leading third-party mortgage administrator, with more than 25 years' experience. It manages accounts for around 50 major clients, including banks and building societies, with approximately £44 billion of assets currently under management. Lender Start Mortgages is based in Dublin and entered the Irish market in 2004.

Project objectives and business drivers

- Ensure HML's clients met the Single Euro Payments Area (SEPA) deadline
- Ensure HML's clients' service level agreements (SLAs) continue to be met
- Ensure HML's clients' customers could continue to make mortgage payments by direct debit
- Ensure HML's clients' arrears performance and income were not negatively impacted
- Avoid financial and reputational risk

Approaches to best practice, governance and innovation

- With each client of HML using a different bank, HML's solution adapted to variations across each of the bank's own practices
- This provided a standard solution to HML's client and operations and enabled the continued delivery of a quality service and SLAs
- By going live ahead of schedule, obtaining earlier feedback from clients and end-users meant HML could deal with any problems through regular stakeholder communication

Challenges

- Complex change within the European banking system
- HML had to work with its clients, their clearing banks and their customers' banks. Extra variation needed to be built in due to different IT systems

Results

- HML exceeded the original SEPA deadline by three months and has met the new

deadline eight months early

- 2,209 transactions were carried out under the new system in February 2014 alone. This totals €1,590,101.90 across all of HML's Irish clients and 37 per cent of all cash collected on HML's Irish portfolio
- Meeting client SLAs means no unnecessary cost was incurred either by HML or its clients, and it also prevented customer distress from occurring by being asked to make their mortgage or arrears payments by another means

Padraig Collery, Projects Manager at Start, said: "HML worked extremely hard on this project and delivered a very high performance, not only ensuring that Start was ready well ahead of the SEPA deadline, but also in the partnership approach they took. They kept us involved and updated on progress at all times and the project relationship management I experienced means I'd have no hesitation with working with the HML project team on future business critical projects."

"The project was launched almost a year ago and was one of the most critical and challenging projects undertaken between Start, HML and our third-party direct debit collections service provider. We had an issue at the final test which was resolved from an exchange of explanations and agreement on a plan to resolve the issue. I very much appreciate the openness in which HML managed the project. The project manager never hesitated in letting me know if there was a problem. This approach was central to the confidence we had in each other during the project and reflected best practice towards open and honest communications and relationship management."

Shortlisted entries

European IT Outsourcing Project of the Year

**Intetics Co &
Desk-Net GmbH**

intetics
The Remote In-Sourcing® Company

Testimonials

"Desk-Net helps us in planning and co-ordinating stories across several publications and newsrooms."

Petra Breunig, Managing Editor (Mediengruppe Oberfranken) & Desk-Net User

"[Intetics] proved to be extremely professional and knowledgeable in all relevant aspects. We still use an Intetics team to support our product and continuously enhance its functionality and are very happy with the quality of the services provided."

"We continue to receive great feedback from our clients...At the same time I see growing interest both within our core markets (German-speaking area) as well as from other countries such as Australia...All of this would not be possible without [Intetics'] great work!"

Matthias Kretschmer, Owner, Desk-Net GmbH, Germany

Introduction

Provider: Intetics Co. is a global sourcing company with branches in USA, Germany, Belarus, Ukraine and a number of representative offices worldwide. For over twenty years Intetics has created distributed global teams for custom software development, systems integration, software testing and data processing. The company has over 400 employees that operate under the Remote In-Sourcing business model, which allows clients to work with dedicated IT teams that perfectly match their project objectives.

Client: Desk-Net GmbH is a German SaaS company, focused on providing a brand new editorial automation platform to publishing houses. The company was launched alongside its product in 2006 and has since grown from a start-up to a legitimate software service provider with thousands of daily users worldwide.

Objectives

Since project launch in 2006, the objectives have evolved from building a functional web application to providing continuous support and improved infrastructure. Main objectives include:

- (1) Develop a browser-based secure web application,
- (2) continue system enhancements,
- (3) help with production server support,
- (4) create stable IT architecture to manage growing information loads,
- (5) ensure easy integration with internal publishing software.

To achieve these objectives, the client needed reliable access to dedicated resources that they could not acquire locally in Germany.

Best practice, governance and innovation

The dedicated team follows comprehensive Agile methodologies, combined with Test-Driven Development practices. The key

success of the project lies in the partnership the two teams created. Desk-Net takes care of business analysis, design and sales, while Intetics is entrusted with technical development and support. This symbiosis allows smooth cooperation, as the client determines which features need to be added, and Intetics delivers all new features, already tested and functional, in a timely manner.

Challenges

Biggest challenge is the quickly growing user-base that:

- Needs support to manage growing amount of information
- Needs to constantly improve functionality and processing speed.

Monthly updates make sure these challenges are met as fast as possible.

Results

- Desk-Net is an unprecedented product designed to resolve most pressing editorial management issues. It is still unmatched by any software platforms today.
- Since 2011 the customer base has grown very strongly to include a variety of publishing houses of all sizes across Europe.
- Desk-Net is used by a large number of users from a variety of European organizations.
- Desk-Net's revenue is growing very fast and it plans to expand to markets beyond Europe.
- Application growth requires continuous development support and better infrastructure. Intetics is able to provide both with technical expertise and cost-effectiveness from its development centers in Eastern Europe.

Success

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

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European Outsourcing Service Provider of the Year



WINNER

European Outsourcing Service Provider of the Year

Teleperformance



Testimonials

"In all the years we have been working with Teleperformance, we have developed a positive and dynamic collaborative relationship in which customer satisfaction has been the main focus. Its team work, a team highly committed with our Brand values, has helped us to move towards our objective of giving our customers an authentic service quality."

Yves Rocher

"We are now "long term partners" as we're working together since 2009. I have enjoyed growing our relationship. The team was instrumental in helping to sort out some issues. They "owned" the project and took responsibility for its success. I was particularly impressed by the team's ability to assist our customers and to propose improvement on a daily basis. Our relationship is based on trust and transparency."

Bausch + Lomb

Teleperformance, the worldwide leader in outsourced multichannel customer experience management, serves companies around the world with customer care, technical support, acquisition and debt collection programs. The Group operates 110,000 computerized workstations, with close to 149,000 employees in 62 countries and serving more than 150 markets. It manages programs on behalf of major international companies operating in a wide variety of industries.

Project objectives and business drivers

Teleperformance contributes to its partners' business via an elevated standard and a forward-thinking CRM strategy which is focused on tools, processes and thirst for innovation. In addition, there is a strong emphasis on being an optimal employer through training and development as well as premises and working environment standards. It is through this corporate philosophy that the Group increases Employee/Customer Satisfaction and ultimately its partners' service satisfaction. This sustainable approach is additionally aligned with its Corporate Social Responsibility initiatives targeting humanitarian, charitable and environmental projects both locally and globally.

Approaches to best practice, governance and innovation

Teleperformance's goal is to challenge and change the accepted view of the contact centre outsourcing industry from one of a commoditized one-size-fits-all service and demonstrate the added value partnership potential of an outsourced contact centre. The Group uses all the means at its disposal, including proprietary tools, products and best practices to deliver an outstanding service to its clients' end users, while constantly

adapting to changes in the market environments in which it work. According to Paolo César Salles Vasquez, Teleperformance CEO, "we believe that this is only possible by working within two pre-conditions: creating a working environment that ensures our employees are also driven towards the same goal and respecting the local communities in which we conduct business".

Challenges

The Group acknowledges that recent economic conditions can make this a challenge at times but that constant investment is critical to success.

Mr Salles Vasquez continues: "we believe that by adapting our service model to meet the needs of our partners and anticipating/innovating in the face of changing market conditions/shifting customer behaviour, we will ensure both a constant evolution of our business and tangible return on investment for our clients as well the sustainability and growth we require to ensure our future."

Results

2013 was for Teleperformance a record year:

- On a financial level the Group achieved record revenue of €2.43bln in 2013 (www.teleperformance.com/en-us/investor-relations/key-figures/key-results/key-figures)
- On a recognition level, all major associations and analysts recognized Teleperformance's continued leadership (www.teleperformance.com/en-us/people-company/awards-and-recognition)
- On a Corporate Social Responsibility level, the Group overachieved its Clinton Global Commitment yearly target by +400% (www.teleperformance.com/en-us/people-company/social-responsibility)

Shortlisted entries

European Outsourcing Service Provider of the Year

60K



60K Ltd is a leading BPO company that provides the face to some of the most respected companies operating in the Global Marketplace. Our approach to business is to be customer centric in everything we do, providing the necessary people and technology to allow our customers to concentrate on their core businesses while we look after and nurture their customers. We know that no two businesses are ever alike, so we offer customized solutions, specially tailored to the needs of our clients and their customers, incorporating their culture, ethos and objectives into our operational activities.

Our people are our most valuable resource and we ensure that they have the right training, behaviour, environment and systems to provide the world class service that our clients customers deserve.

60K was founded in May 2008 with a view to providing a compelling alternative to the traditional BPO and contact centre outsourcing partner. The Board and Management of 60K realised that the ultimate competitive advantage a company can have is not only the provision of World Class Customer Service but one that is Legendary.

Since then we have steadily grown both in size and stature opening a new facility, in Sofia, Bulgaria in August 2011 with 600 seats in total and the potential for more. The company now operates in over 30 different languages, through all channels of communication such as voice, email, live chat, fax, forums, etc., and is planning a new facility outside Sofia.

In 2010 60K became ISO9001:2008 accredited thus cementing the strong foundations that we laid in creating the company and giving both our existing and future Clients the confidence that they are working with a very professional outsourcing partner.

60K's efforts are acknowledged by highly respected world organization such as National Outsourcing Association, European Call Centre and Customer Service Awards, The Stevie Awards, ContactCenterWorld etc.

Testimonials

"We are so pleased to be working with 60K at present, they are extremely flexible and offer great value for money. It's particularly reassuring to work with friendly staff who genuinely care for your business and strive to push performances to new levels. We can trust 60K to communicate with our customers as though they are one of us whilst exceeding our high customer experience expectations."

Austin Houghton-Bird
Customer Services Manager UK
Thomas Cook Online

"I was very skeptical about offshore outsourcers when I arrived at BE a year ago but have been bowled over at the level of quality, value and especially customer service that 60K has delivered. Many of awards BE has won over the last three years can be directly attributed to them. Their people are exceptional and their approach flexible and collaborative with a real partnership approach. Outsourcing for me is now far more than an efficiency opportunity – it is the chance to deliver best in class service."

Chris Stening
BE Managing Director

Shortlisted entries

European Outsourcing Service Provider of the Year

Luxoft



Client Testimonial

“After a number of successful years of mutual collaboration, proven commitment, financial stability and a record of success, Luxoft’s offshore team of talented software engineers have become Hotwire’s main technology partner.

This Engineering / Product realignment proved to be successful for Hotwire as a whole – the time to market decreased three times, while the quality of code and quality of Products increased. After the initial few waves of changes, both companies started to transition into an uncharted territory in our industry - Hotwire started to transfer some product responsibilities and product related decision making to Luxoft. It was done slowly, and over period of time.

Luxoft showed an ability to understand and drive product innovation. In some cases, Hotwire’s Team was now able to concentrate mostly on high level product strategy and future development, rather than low level product details.

The transformation described above would never be possible without a trusted cooperation between Hotwire and Luxoft. Hotwire challenged Luxoft’s partnership to the next level of responsibility; Luxoft successfully responded to this challenge mutually benefiting both Corporations.”

Roman Kaplun, Director of Global Sourcing Initiative Program, Hotwire Inc.

Introduction

Luxoft brings IT innovation around the globe as a leader in Software Development Services and IT Business Solutions. Working with deep domain expertise across 6 industry verticals, Luxoft is the provider of choice especially in certain segments such as: Engineering and Product Realignment for Travel & Aviation, In-Vehicle Connectivity and HMI Solutions for the Automotive industry or Risk, Compliance Structured Products, and Reference Data within the Financial world. At Finovate Europe 2014 Luxoft was awarded “Best of Show” by global experts, for its modern solution for tablet banking - iStock Track. Luxoft’s expertise offers critical custom software development & support, product engineering & testing, and technology consulting. Luxoft’s proprietary products & platforms benefit clients’ business results and efficiently deliver continuous innovation.

While Luxoft’s core resources are located in Central and Eastern Europe, Luxoft has 15 delivery centers globally and 20 offices in 12 countries worldwide, employing over 7200 people as of the last public filing. Luxoft has its principal executive office in Zug, Switzerland and is listed on New York Stock Exchange (LXFT US).

Objectives & Business Drivers

Luxoft’s Strategic Vision is based on two pivotal points.

- **Value Proposition:**
 - Agility
 - Deep Domain Knowledge

- Industry Solutions
- Technical Expertise

Luxoft - An IT Service Powerhouse for Key Verticals:

- Finance
- Automotive
- Travel & Aviation
- Telecom
- Technology
- Energy

As Luxoft’s CEO Dmitry Loschinin has commented, “Luxoft is so laser-focused on becoming what you could call a “Go To Provider “ that Luxoft has invested and is committed to further developing industry-focused solutions and creating efficient teams of seasoned subject matter experts in order to be ready to deploy them.” - Roman Kaplun, Hotwire Inc., a member of Expedia Inc. family

Approach to Best Practice & Innovation

Luxoft has a dedicated Agile Practice Center and a Centralized Quality Practice which improves processes and provide Project Reviews to ensure delivery transparency through all management levels, risk identification, and unification of practices.

Luxoft differentiates by bringing innovation and “thought leadership” to Outsourcing across industry verticals. With deep domain expertise Luxoft’s primary strategy is to consistently go beyond its clients’ expectations by bringing together technology, talent, innovation, and the highest quality standards.

Shortlisted entries

European Outsourcing Service Provider of the Year

Mindpearl



Testimonial

At the helm of Mindpearl's award winning operations is William Pattison, CEO and winner of the People's Choice award for his outstanding contribution to best practice and innovation in outsourcing. William commented, 'As a contact centre operator we are constantly evaluating improvements in technology, process and contact centre locations themselves. Continuous improvement is an integral part of our processes and culture. The nature of the environment and industry in which Mindpearl operates is by default, extremely competitive. Mindpearl is constantly looking to improve and innovate. If we did not adopt this approach, we would have disappeared by now.'

'Mindpearl's flexibility and 'can do' approach have been key ingredients in strengthening and developing our relationship over the years.'

**Rachel Allen, Manager,
Outsourcing Delivery,
Delta Air Lines**

Mindpearl

Mindpearl started in 1999 as a captive contact centre providing seamless 24/7 customer support in multiple languages for a consortium of 11 European airlines. Fast forward to 2014 and Mindpearl have successfully added multiple international clients to their portfolio and diversified to support 11 non-airline brands. Today Mindpearl provides 24/7 contact centre solutions for global names in the aviation, travel, telecommunications, retail and weight management industries in English and over 20 other languages from Brisbane, Barcelona, Cape Town and Suva, Fiji. Mindpearl was recognised as the 'Outsourcing Contact Centre Provider of the Year' in 2013 at the National Outsourcing Association (NOA) Awards in the UK. With a reputation for innovation, 'spin on a dime' flexibility and outstanding quality of service Mindpearl is passionate about delivering an exceptional customer experience. Comprising of a management team with more than 100 years combined customer contact centre experience, Mindpearl clients benefit from the vast knowledge and expertise of managing operations with significant fluctuations in call volumes across markets, languages and time zones.

Partnership approach

Mindpearl has learned how to put together a simple, but effective structure that allows partnership to flourish. The structure requires both parties to agree processes that allow strategic alignment of strategy; clear and shared objectives; flexibility within the contract; visibility; effective two-way communications; accountability; honesty,

continuous value-add, room for innovation and finally shared vision.

Best practice, Governance and Innovation

Mindpearl's contribution to best practice, governance and innovation to customers and within the industry is one of continual evaluation and improvement of people, processes and technology with the aim of reaching a consistent standard of service provision aligned to global best practice. Mindpearl's corporate and relationship governance includes; strategy alignment; defined policies and procedures; risk management; business continuity planning, disaster risk management and project management. Mindpearl have developed bespoke systems and technologies in areas such as global KPI management, Customer Reporting and CRM toolsets which interface and provide enhanced functionality to their clients' systems.

Benefit realisation

From their early beginnings they have lived and breathed their clients' brands and are passionate about protecting and enhancing those brands by adding value to their partnerships at every stage of the relationship. Mindpearl believes value-add is as essential to an outsourcing partnership as cost savings. Mindpearl's benefit realisation objectives are to increase customer satisfaction, stimulate visibility, increase agent performance; reduce operating costs; improved agent utilisation; optimize handle times; improve member retention; improvement in the member experience; and utilise the specialist expertise of Mindpearl to introduce improvements and innovation.

Shortlisted entries

European Outsourcing Service Provider of the Year

Sitel



Sitel's strategic vision is to help businesses seize opportunities and succeed in today's difficult economic environment while delivering the highest levels of customer experience.

Many European organisations have reached a point where scale, complexity of the operations and customer needs for different languages have reached levels never seen before. This calls for a new business strategy based on flexibility and ability to deliver a number of languages cost effectively and ultimately help businesses to thrive.

In 2013, despite tough market and economic conditions, Sitel won many big name clients including Waitrose and FlyBe and renewed 26 contracts across Europe.

Last year many of their clients were affected by unknown factors such as spikes in online shopping or external factors such as strikes and severe weather conditions. Despite these Sitel were still able to meet targets for retail brands including Philips and John Lewis and travel sector clients such as Flybe.

Travel customers can naturally be disappointed and even angry about flight disruptions and cancellations but the outsourced partnership has worked to ensure the Flybe brand is made stronger. With above average customer satisfaction rates achieved throughout 2013 and the number of calls reduced following changes to the website helping customers to self-serve, FlyBe's decision has been vindicated.

Sitel provide many of today's leading brands with outsourced customer care solutions across their extensive European network of countries and deliver customer service solutions in over 30 languages.

Last year Sitel launched its Premium Technical Support Service that delivers operational efficiencies and increased customer satisfaction while generating new revenue streams for clients. In the case of Toshiba, Sitel is it to drive lifetime customer value by improving CSAT by 45%.

Sitel had a number of accolades in 2013 including being named as a leader in the 2013 Quadrant Customer Management Contact Centre BPO report for the 4th consecutive year, one of only 4 companies globally to achieve this. Sitel also won the 2013 "Outsourcing Works" EOA award for their work with John Lewis. Recently they were ranked the number 1 provider of Social Media customer care by leading analyst house, Nelson Hall with a 9.4% market share and Everest recognised Sitel as a global 'Leader' on their customer management PEAK report.

Global outsourcing provider of
customer experience management.

Experiences are better when shared.

Sitel is helping the largest brands in the world retain and grow their market share by delivering better customer experiences.

Whether you work for us or in partnership with us, you will benefit from the global knowledge sharing and unparalleled experience that has helped us become a leading provider of global customer relationship management outsourcing.

Experience shared.

sales-emea@sitel.com | 0800 444 221 | sitel.com



SITEL

Shortlisted entries

European Outsourcing Service Provider of the Year

Sofica Group



Client Testimonials

"We have been working with Sofica Group in Bulgaria for 6 months on a telemarketing pilot for our fixed proposition. They have dealt with us with the upmost professionalism and integrity from the start, and we have seen a passion to succeed from the team in everything that they do. The level of quality and the steep learning curve we have seen has been a testament to the passion of the team. We wish them every success in the future and would recommend Sofica for outbound activity."

Greg Aiello

**Senior Outsource Manager Home
Everything Everywhere, UK**

"iGATE has won a large managed services contract from an important telecommunications client in the DACH region. iGATE is using Sofica's services to provide a Multilingual Service Desk, which is a key element of the overall engagement. In the initial months just gone by, despite typical challenges of transition and transformation, Sofica lived up to its promise of excellent delivery. Sofica's responsiveness and their track record of "listening to the customer" have proven useful to iGATE's overall success with the end customer. We look forward to doing business with Sofica in the coming years."

Vaidyanathan Gopalkrishnan
Sales Director, iGate

About Sofica

Founded in 2004, Sofica Group has become the largest independent BPO provider in Bulgaria. The company is part of TeleTech Holdings Inc. (NASDAQ: TTEC), a leading global provider of technology-based customer engagement solutions. We currently have an operational capacity of 1100 seats split in three locations – Sofia and Plovdiv, Bulgaria and Skopje, Macedonia. Our experience allows us to provide leading local and global clients with a broad range of tailored BPO, ITO and HRO services. The convergence of these diverse types of outsourced services is one of our leading competitive advantages. This combines with a commitment to deploy the latest information technologies in the development and improvement of our service portfolio. The result is a financially stable, rapidly-growing (35% YOY 3yr. Ave.), regional leader in BPO services with a focus on:

Quality – proactive constant improvement of our services means we can guarantee to achieve results exceeding initially set parameters, certified against ISO 9001 standard.

People – careful selection and continual efforts towards motivation of our main asset, our people, has led to a supportive working environment providing a variety of career growth opportunities.

Security – we understand our clients' needs to rely on the security of information held and handled by us. At Sofica Group we pay great attention to information security with a commitment to its continual development and improvement, compliant to Information Security Management System - ISO 27001

Project objectives

- optimise costs
- improve productivity
- proactively deliver additional value and exceed client expectations
- deliver high level support through a Professional Contact Centre and Telecom infrastructure

Approaches to best practice, governance and innovation

- Talent management – introducing Talent Hub, an innovative talent management programme
- 'The Call Centre Experience' - teaching users who call multiple times easy tricks to resolve their issue, before investing time to call again.
- Dedicated SWOT team of 6 FTEs, ready to assist each client 24/7
- 'Train the Trainer' programme to utilise internal resource for specialised trainings
- A 360° communications platform (SharePoint Based) for both Partners and employees, starting from the joining experience, going through in-life communications and the final stages of our relationship



European Outsourcing Advisory of the Year

Success

Motivate

Inspire

Teamwork

Teach



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WINNER

European Outsourcing Advisory of the Year

Eversheds LLP



Strategy

Eversheds' strategic vision is to be "the global law firm that sets the standards". With experience covering all types of outsourcing deals across many sectors (including the financial services, TMT, consumer and public sectors), Eversheds tailors its skills to each transaction to ensure the overriding objectives are met.

With unrivalled multi-jurisdictional project-management experience, Eversheds has the resources to deliver the most complex deals in the tightest of timescales. Clients receive seamless advice from a single point of contact across multiple locations, including offices in 24 continental European cities.

Recent Transactions

Eversheds' recent outsourcing transactions include a multimillion dollar second generation global outsourcing contract covering IT infrastructure in fifteen jurisdictions. Eversheds has continued to support the client by advising on the change control process and delivering post-completion training to the supply chain team on how to get the best out of the outsourcing agreement.

Eversheds also advised a client on behalf of itself and all its subsidiary companies and branches throughout EMEA on a first generation outsourcing of business-critical IT functions, including the outsourcing of a data centre facility to a central European location. The service locations were strategically chosen to ensure the right mix of skill and price.

Best Practice, Governance and Innovation

Eversheds recognises the importance of contributing to the outsourcing industry. In January 2014 it hosted a "Gearing up to

Outsource" breakfast meeting for members of the NOA. Simon Jones, a partner in Eversheds' outsourcing team, presented on topics including the "best practice" to consider when preparing to outsource including understanding the scope and drivers for the deal, teamwork, planning, supplier selection and contract content. In response to the FSA's (now FCA) letter to "CEOs of Asset Managers", Eversheds worked closely with the Investment Management Association (IMA) to produce a White Paper considering the risks resulting from the increased volume of outsourcing in the asset management industry and how best to increase resiliency in an outsourced model.

Eversheds recognises developing talent as key to the strength and quality of its service and provides top quality targeted training to all lawyers involved in outsourcing transactions.

Eversheds has a strong background in innovation. The Financial Times ranked Eversheds' project management tools as a "stand-out" innovation in its Innovative Lawyers Report. Eversheds offers clients end to end outsourcing advice that goes beyond the outsourcing agreement. Bespoke training includes:

- Pre-planning: "Project Prep" provides practical advice on structuring the deal to avoid things going wrong; and
- Post-completion: "Living the Contract" ensures that those responsible for implementation know what is in the contract, where to find it, the danger signs, and the importance of creating good evidence.

Shortlisted entries

European Outsourcing Advisory of the Year

Avasant



Testimonials

"I am so proud that I have worked with Avasant on such a highly valid and concrete baseline study, upon which so many innovative enterprise and business development concepts were developed. Thanks again for the great work."

**Project Head, ICT
Agency in EMEA Region**

Avasant has been at the forefront in promoting Africa and has been a pioneer in developing the IT and BPO sectors in the region. With its in-depth knowledge of the outsourcing domain and on ground activities in Africa, Avasant is well poised to highlight the competitive gaps and challenges that need to be addressed by national Government and Regulators of Africa."

**Executive Director,
Ministry of ICT, East
African Country**

Avasant is leading management-consulting firm specializing in IT sourcing and BPO advisory services. For the past seven years in a row, International Association of Outsourcing Professionals (IAOP) has recognized Avasant among "World's Best Outsourcing Advisors". Avasant believes in continually delivering high-value care and accountability exceeding every client's expectations.

The firm's strategic vision manifests three core business imperatives, which includes clients, employees and the industry. As a global advisory firm, Avasant assists its clients irrespective of geography, industry, or functional area.

Project Objectives & Business Drivers

Avasant adopts a transparent and collaborative technique towards business issues facing clients. It is driven primarily by two core objectives:

- Putting the clients first and ensuring the adherence to highest professional standards and ethics in client delivery
- Using a high profile team of advisors who deliver solutions to complex business problems in the most effective and efficient way

The firm provides a unique "red carpet" experience for our customers by focusing on excellence while delivering our consulting services. Through all the stages of client engagement, Avasant team maintains a consensus based decision-making backed by strong data in tandem with the objective of the project.

Avasant follows an open and honest culture of communication between its team and clients. Through a 360-degree approach towards internal and external interactions, the advisory team proposes solutions attuned to the objective of the client.

Best Practices, Governance and Innovation

Avasant has successfully maintained a consistent growth of more than 35% year-on-year, since inception. The firm adopts an industry-tested business processes for client delivery and

ensures cross leveraging of experiences in similar engagements.

Avasant's standardized engagement approach and practices has been refined over decades of experience spread across a talented team-serving clients worldwide. With over 1,000 consulting engagements in forty countries, Avasant is among the leaders in the outsourcing advisory space especially in the US, Europe, Middle East and Africa (EMEA). The firm adheres to a strict Quality Control process on every engagement. Its esteemed clients for highly professional governance structure have commended Avasant.

Global presence, thought leadership, research based engagement approach, excellent provider network and a superior client relationship differentiates Avasant from other consulting firms. Avasant drives customer value using its proprietary consulting and advisory methods, which have been refined over decades of 'real-world' transaction and engagement experience.

Challenges and Business Outcomes

Overarching client demand and scope creeps are challenges faced while delivering some of the projects. Although flexible, Avasant maintains control over scope creep through innovative project management techniques and adheres to the project objectives in tandem with the client.

Avasant strives for superior business outcomes and provides innovative solutions to the clients. Avasant engagements help to create social impact in emerging economies and the EMEA region. In the emerging nations, Avasant has worked with leading government agencies and the Rockefeller Foundation to generate employment opportunities and create sustainable livelihood for the underprivileged youth.

Through Avasant Foundation, Avasant also supports women and children by empowering and providing education opportunities to them across the geographies.

Shortlisted entries

European Outsourcing Advisory of the Year

Bird & Bird LLP

Bird & Bird

Introduction to Bird & Bird and its international outsourcing team

- With more than 1,100 lawyers and legal practitioners in 26 offices worldwide, Bird & Bird is a truly international firm.
- Most of the firm's work is cross-border and multi-jurisdictional, and involves managing complex projects across multiple regions with a seamless one-firm approach.
- The key to Bird & Bird's success is its sector focus. The firm has developed deep industry understanding of these sectors, including aviation & aerospace, communications, electronics, energy & utilities, financial services, healthcare, information technology, life sciences, media and sports.
- Bird & Bird's commercially focused international outsourcing team comprises dedicated outsourcing specialists in each of the firm's 26 offices. The practice remains at the cutting-edge of the market, advising on some of the largest and most challenging IT and business process outsourcing transactions undertaken anywhere in the world.

Technology outsourcings and innovation

- Bird & Bird has long been a leading firm for technology outsourcings.
- Drawing on the firm's pre-eminent reputation in communications and IT law, the team has been advising for over 25 years on the full range of networks, IT infrastructure, applications development and hosting deals.
- Bird & Bird's outsourcing team has been involved in some of the most innovative technology transactions undertaken in the UK and internationally, and more recently has been at the forefront of developments in cloud computing.

Approach to best practice and governance

- The firm's outsourcing practice always aims to become fully integrated with the client's project team in a seamless manner, so that they are regarded as simply "part of the team".
- The practice supports all aspects of outsourcing activity throughout a programme's lifecycle, from helping to shape or respond to invitations to tender and advising on the bidding process through to project implementation.
- Service does not stop at contract signature – Bird & Bird's outsourcing team helps clients drive as much value as possible from a deal by way of effective contract management. This encompasses inhouse legal support as well as liaison between customer, supplier and subcontractor.

Clients

- The team acts for a wide range of customer-side clients as well as having good relationships with a number of key suppliers. This allows for real insight into the kinds of issues and concerns that drive the behaviour on both sides of the table, which brings real benefits to clients.
- Clients praise the Bird & Bird outsourcing lawyers for their technical expertise and practical

Testimonials

Clients praise the Bird & Bird outsourcing lawyers for their technical expertise and practical approach, as demonstrated by the below quotes from the most recent Chambers UK rankings:

"We use the firm for large, complex and often difficult transactions which are significant for our business."

"They have a pragmatic approach which is of real benefit."

Shortlisted entries

European Outsourcing Advisory of the Year

CMS

C/M/S

Law . Tax

CMS is the 6th largest law firm in the world with over 3000 lawyers and 58 offices world-wide and the most extensive full-service footprint in Europe.

Our outsourcing team is among the largest and most experienced globally and can deliver a truly European-wide service that is structured to reflect client needs and market demand.

Our ability to draw on our market leading expertise, coupled with local specialists, means that many of the world's leading international companies engage our outsourcing team to deliver their most important, strategic cross border projects. Our combination with Scotland's leading firm, Dundas & Wilson, which took effect in May 2014 has only strengthened our outsourcing offering.

In a recent Project, we were tasked with developing consistent legal frameworks for the customer's multi-vendor ecosystem

- **Issue** - many of our large international clients have multiple numbers of suppliers for similar types of services, frequently with multiple agreements in place with the same supplier within the same jurisdiction and globally – each with their own pricing, risk allocation and legal terms.

- **Solution** - we developed a legal framework to put in place a multi-vendor ecosystem with a consolidated group of key suppliers that enabled calling off of global group-wide services but also subsidiary specific services at a local level which included providing

commercial and legal advice across over 20 countries in the EMEA region.

- **Value** - major commercial, business and legal benefits for both parties were created by simplifying and standardising the process for our client to engage suppliers for potentially higher volumes of work, better pricing and an improved contractual framework. The new framework also created a clear and efficient call off system that meant the business could adopt new technologies or implement new service requirements faster and in a more standardised manner under the rubric of a consistent framework with better contractual mechanisms for dealing with interdependencies between suppliers providing integrated services.

Shortlisted entries

European Outsourcing Advisory of the Year

DLA Piper LLP



About DLA Piper

Our global Technology and Sourcing practice has over 200 dedicated Technology and Sourcing lawyers (excluding pure IP, Corporate or dispute resolution lawyers who also focus on technology matters), who operate on a national and international basis. We are confident that this makes us the world's largest legal IT/outsourcing practice.

Sourcing is accordingly a key strength for our team at DLA Piper around the world and we have been recognised as past winner's of the European Outsourcing Association's 'Advisor of the Year' and also recognised by the International Association for Outsourcing Professionals (IAOP) as one of their top 20 global outsourcing advisors (one of the only law firms recognised in this category). We continue to feature in the top legal directory rankings across the world both as leading individuals and teams.

We continue to act for a range of the world's largest corporations and financial institutions on their most important global outsourcings. We also undertake work for outsourcing titans on the supply-side. Additionally, we can also add to this a truly impressive list of complex outsourcing projects, some of the world's major technology patent litigation, and one of the world's most tech focused M&A practices.

We advise on the full range of IT and business process outsourcing transactions, as well as other large scale sourcing mandates ranging from large scale software

implementation and integration projects, cloud computing issues, software licensing and support, hosting and database services, through to an array of outsourcing of desktop IT and core infrastructure, LAN/WAN and networks, contact centres, AD/AM services, and a huge variety of BPO transactions (including F&A, facilities maintenance, logistics and warehousing, back office financial reconciliations, insurance and claims processing services, and so on). There will, quite literally, not be a single type of IT or outsourcing deal which we will not have had experience of.

As we continue to strive to innovate, we benefit from our unique "Ascendant" methodology and associated software tools, which are tailored to complete the outsourcing process "faster-cheaper-better" and which have been shortlisted for prizes for legal innovation by the Financial Times.

Shortlisted entries

European Outsourcing Advisory of the Year

eClerx
Services Ltd



Introduction

eClerx provides onsite and offshore services to assist clients in optimizing processes, departments, systems and inter-group synergies to mitigate issues with the current operations model. eClerx also assists its clients to build future state models by leveraging industry best practices and domain knowledge garnered through the extensive operations across capital markets functions for multiple financial institutions across Americas, EMEA and APAC regions.

Optimization of Middle Office Operations Challenges

Leading UK Investment bank encountered lack of co-ordination in the middle office operations and quality issues across London, Glasgow and Warsaw leading to inaccurate trade data and incorrect outcomes. There were data quality issues due to following reasons:

- Manual Consolidation and reconciliation of trade data
- Deficient data due to multiple data entry and duplication of effort

Project Objective

eClerx optimised processes performed across the middle office primarily due to quality issues client faced across locations. Objective of eClerx was to deploy 5E methodology to resolve the concerned issues and optimize functions such as operations, finance, risk, compliance and treasury

Approach

eClerx adopted their proprietary 5E methodology of exploring, engaging, executing, enriching and evaluating to resolve bank's challenges. High level approach:

- Identifying 4 asset classes such as FX, credit, treasury and loans and acknowledge them at different stages of maturity
- Deploying 14 SMEs onshore for 8 weeks and managers to review, enrich and evaluate the process

Results

- Infrastructure gaps that led to 9.1% duplicate efforts were identified by eClerx
- Trade analytics consolidated across reports

helped in saving 5.1% of trade effort

Best Practices

- eClerx provided comprehensive report over 200 findings published
- "Quick Wins" for productivity savings of ~3.5FTEs

OTC Derivative Operations Review Challenges

A leading EU investment bank faced the following issues:

- Non-standardized systems across London and Warsaw
- Manual & error prone workflows and incomplete operational metrics resulting into operational losses

Project Objective

The advisory project was amended with following aims:

- Deliver an enhanced capacity of 2,000 man hours immediately and 6,000 man hours in near future
- Reduce errors by 25% immediately and 50% in the future
- Future state model with various recommendations that would help the client to resolve difficulties in three phases, i.e. quick fixes, midterm and long term

Approach

eClerx deployed two consultants at client offices to review current state of operations and applied following solutions:

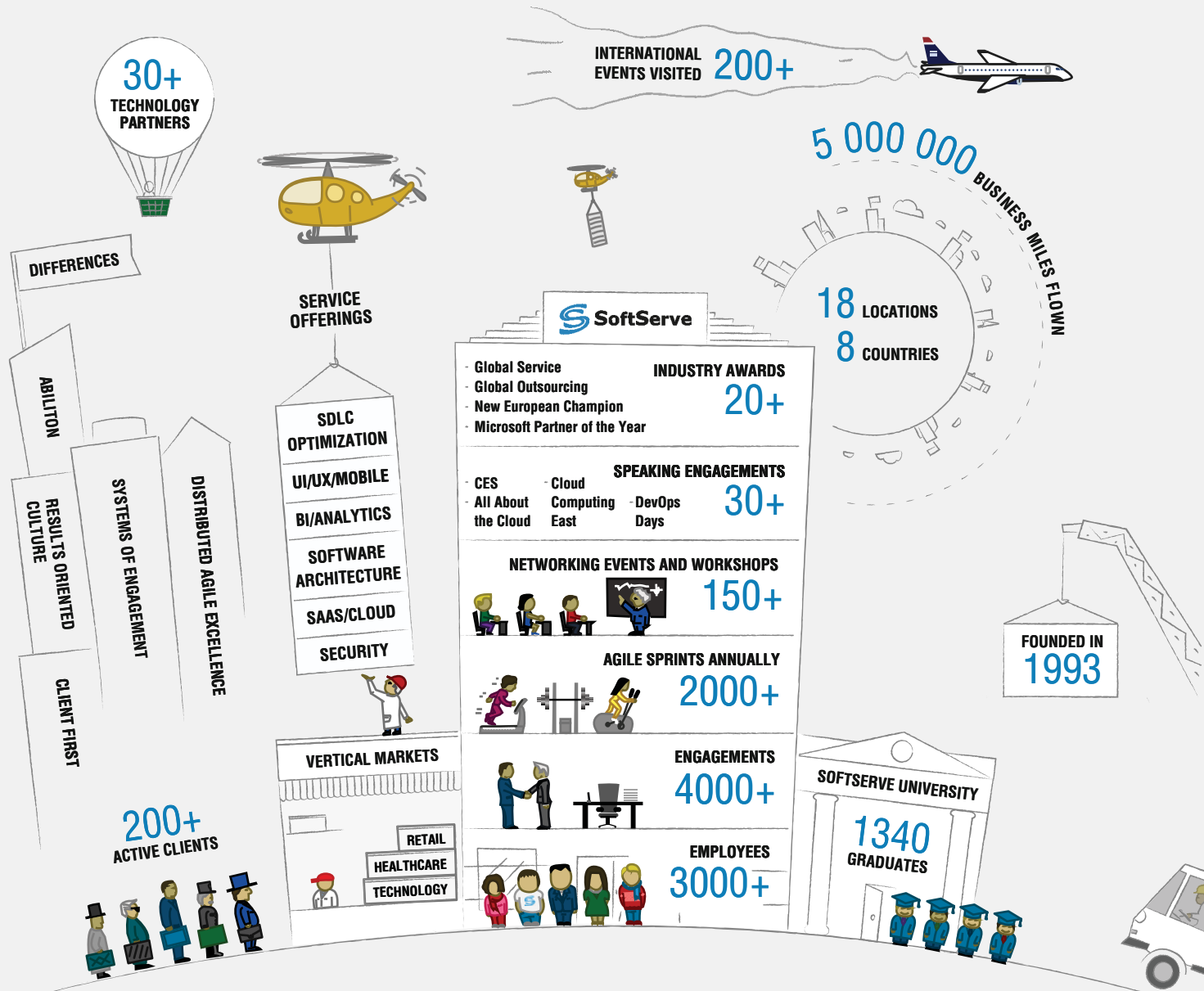
- Engaged 18 specialists across locations for 7 weeks
- Documented 100+ risks, analysed client systems periodically, and devised future implementations

Results

To suit the bank's objectives eClerx provided recommendations for quick fix solutions, mid-term reengineering opportunities and future state operations. Benefits were as follows:

- Yield capacity enhancement of 3,500+ man-hours in 4-6 months and 8,000+ man-hours in 12 months, i.e. 20% over the current process
- Reduce operational risk by 35% in 4-6 months and 71% in 12 months

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Offshoring Destination of the Year



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WINNER Offshoring Destination of the Year

Fiji



Quote:

'With increased negative publicity around overall customer experience, language barriers and cultural dis-connect in low cost BPO locations, we were looking for an alternative. We started our international contact centre in Fiji in 2009. Today we support 11 international brands in Fiji.'

Mark Mahoney, General Manager, Mindpearl Fiji

'From start to finish I have been nothing, but impressed with our outsourcer, in particular the operation and team in Suva, Fiji. I could not be happier with our choice of outsourcing partner and outsourcing destination.'

Ben Dunscombe, Chief Operating Officer, MyNetFone Group

There are a number of attributes that can sum up the attractiveness of Fiji as a BPO delivery location for English language, but the simple answer is brand protection and a compelling cost advantage. Fiji has the potential to become a high quality BPO destination, with big brands such as American Airlines, Lebara Mobile and Swiss International Airlines at present outsourcing to Fiji. Recently Fiji was also shortlisted in the National Outsourcing Association Awards as Destination of the Year 2013.

The Language, Culture and Workforce

Due to its heritage as a British colony until 1970, all lessons are delivered in English from age 5. The education system is state funded through to tertiary level. The University of Fiji, Fiji National University and University of the South Pacific graduates comprise the majority of the contact centre/BPO industry workforce.

Fijians regard working in a contact centre supporting international brands as a prestigious career path, combined with high unemployment (8.7%), accounts for the low attrition rates (12%) reported by outsourcing companies.

The rapid growth of the tourism industry, with its emphasis on service and the neutral Fijian accent and the Fijians old school 'the customer is always right' ethos makes for a very warm and welcoming customer experience.

Fiji's Cost Advantage

Fiji has an irresistible cost advantage, which allows companies in the UK and Europe to easily achieve 60% or greater savings when compared to delivering a contact centre or back office operation onshore. One of Fiji's key competitive advantages is the absence of

any weekend or night shift premiums. Providing clients reduced personnel costs and the ability to cost effectively extend trading hours. In addition, the Government offers incentives and dedicated zones to promote the development of the industry. This makes for a compelling business case, especially considering the quality on offer.

Geography and Infrastructure

Fiji is one of the most accessible and popular travel destinations; therefore offering an extensive choice of direct flights. Located strategically (GMT+12) between Asia and the USA, Fiji provides a 'time-zone' business advantage, not only to East Asia and the US, but also to the UK, Eastern US and Europe. In other words, no country begins the day earlier than Fiji.

A world-class international connectivity via the Southern Cross Cable fibre optic networks gives Fiji competitive edge in the globalised on-line world. The high speed network can now deliver a 240Gbps (capacity of new submarine cable system) fastest, most direct and most secure international bandwidth.

Fiji's Experience

Activities performed in Fiji: Call Centres, Data Processing, Mail Management, Telehosting, Warehousing, Disaster Recovery Management Systems, Software Development

Industries outsourcing to Fiji: Banking, Finance, Tourism, Transport and Freight, Telco, Airline, Insurance, Retail

Prominent brands with operations in Fiji: Mindpearl, HP, Dell, IBM, Compaq, Acer, Cisco Systems

Shortlisted entries

Offshoring Destination of the Year

Belarus

Testimonials

Drew Guff, one of Belarusian outsourcing services clients from Siguler Guff & Company, said:

“If you have a mission impossible project in software development, send it to Belarus.”

Flowzone owner Neil

Dobson (UK) said:

“Even without being asked, [our Belarusian] team comes up with innovative ideas to improve quality, productivity, delivery time scales and the actual software product. China, India and other countries might get the job done and on budget. But...do they have the mindset to be able to innovate, even when asked? [Our Belarusian] team sees things through our eyes and constantly pushes to improve the work they do for us. It's like innovation is in their DNA.”

Introduction

Intetics Co. and Belarus Hi-Tech Park have nominated Republic of Belarus for the Offshoring Destination of the Year award. Intetics Co. is a global sourcing company with branches in USA, Germany, Belarus, Ukraine and a number of representative offices worldwide. For over twenty years the company has created distributed global teams for custom software development, systems integration, software testing and data processing. The company has over 400 employees that operate under the Remote In-Sourcing business model, which allows clients to work with IT teams that perfectly match their project's objectives.

Belarus Hi-Tech Park is a government supported industry association that aims to promote the growth of the IT industry and establish a collaborative environment for companies within the IT sphere in Belarus. Since 2005, the organization's membership has grown to include 140 Belarusian and international companies.

Objectives

Belarus is an Eastern European country with an attractive IT sector, advanced education infrastructure, talented IT workforce, strong government support, favorable investment climate, and competitive rates. The country has been nicknamed the “Silicon Valley” of Europe and it aims to become a top IT outsourcing destination and the number one technology hub in Eastern Europe.

Best practice, governance and innovation Belarus offers a rare mix of nearshoring, IT quality and cost effectiveness. Belarus IT workforce is not only technically competent

and highly educated; it also contains some of the best innovative minds in the IT sphere today. Belarusians often win in international programming competitions and participate in industry research. Belarusian government also plays its part to attract foreign investment to the ICT sector by creating advantageous policies that promote the IT sector and international collaboration.

Challenges

As a post-Soviet country, Belarus has seen many changes in the past twenty years. It has drastically improved its infrastructure and internet services as well as business legislature and policies. Although there's still work ahead, creating an information society is the number one national priority in Belarus.

Social Outcomes

The growing IT industry has had very positive social outcomes in Belarus. The government has loosened many of its policies in regard to the ICT sector in order to attract more foreign investment. This in turn made the industry grow and made the IT profession highly competitive, creating more demand for IT education all over the country and a highly effective, creative, and technically educated workforce.

Shortlisted entries

Offshoring Destination of the Year

Bulgaria

A few of many client testimonials of European company representatives who invested in Bulgaria, state:

"We have been working with a leading Bulgarian outsourcing company for 6 months on a telemarketing pilot for our fixed proposition. They have dealt with us with the utmost professionalism and integrity from the start, and we have seen a passion to succeed from the team in everything that they do. The level of quality and the steep learning curve we have seen has been a testament to the passion of the team. We wish them every success in the future and would recommend them for outbound activity."

Greg Aiello, Senior Outsource Manager in Everything Everywhere UK

"We are cooperating with a Bulgarian company since 2007. Because of the demonstrated flexibility, excellent service quality, high success rate, and timely execution of orders our collaboration is developing further. I am happy to say that our choice of partner was extremely successful, which is proved by the successful realisation of numerous common projects."

Zdravko Georgiev, a Customer Service Director in Mobilitel, part of Austria Telecom Group:

Within less than 10 years Bulgaria has established itself as a leading global destination for outsourcing and offshoring. It has gained a competitive-edge for business process outsourcing by helping clients reduce costs, improve operational performance, and leverage innovative approaches to solve simple or complex sourcing objectives. Its final strategic destination is becoming Europe's best outsourcing provider and maintaining a stable future growth.

Human resource capabilities:

- About 60 000 students who graduate annually from all Bulgarian universities. About 50% of the graduates obtain degrees in majors suitable for the needs of the BPO industry
- Estimated 80 000 Bulgarian students study abroad and present a major labour source for BPO companies in Bulgaria

Offering a combination of political and macroeconomic stability and incentives for doing business Bulgaria has:

- Stable parliamentary democracy, EU, NATO and WTO member Bulgaria's currency is fixed to the Euro under a currency board arrangement
- Lowest tax rate and one of the lowest labour costs in the EU coupled with special incentives for investors
- EU funding – more than €10 bln in EU funds over the next years

With lower attrition rates in BPO compared to Europe and India, the Bulgarian BPO industry serves clients across the globe in more than 25

languages, split on the following sectors:

- 26% IT and Internet
- 17% Telecom
- 17% Transport and Tourism
- 40% Other

Most BPO firms expect the size of the Bulgarian outsourcing market to increase by up to 100% over the next 3 years.

Results

According to Global Opportunities Amid Economic Turbulence – the 2011 A. T. Kearney Global Services Location Index, Bulgaria ranks 17th in the world, with an overall index score of 5.37. Thus Bulgaria ranks number one compared to all countries in SEE and number five from the countries in the EU.

The number of employed in the Bulgarian BPO sector grew from 0 to approx. 15 000 over the last 10 years, and the sector already generates over €200 million in profits per year. Clients in Western Europe, North America and Asia are served from the BPO sector in Bulgaria – the majority being Fortune 500 or Fortune 1000 companies.

Bulgaria ranks number one compared to all countries in SEE and number five from the countries in the EU.

Shortlisted entries

Offshoring Destination of the Year

Portugal



Portugal holds a very privileged geostrategic position in the global map and high potential to become recognized as a relevant player within the global outsourcing market.

As Portuguese is the 5th most widely spoken language in the world and first in the Southern hemisphere, and Portuguese people's languages skills are preeminent - English is widely spoken and universally taught from 1st grade and French and Spanish are also widely spoken -, Portugal has the basis - human - to 'play game'.

Portugal has highly skilled and educated professionals: graduation rates are well above the OECD average as Portugal ranks on Top within the EU regarding PhDs/1,000 inhabitants.

Portugal is also competitive costs wise: energy costs are below Euro27 average and hourly labor costs in 2012 decreased -4,9% (Euro 27 +2,2%) and in 2012 the average hourly labour costs was of €12.2 (€23.4 EU27 / €28.0 EuroZone).

Portugal holds a high-quality Infrastructure: 95% coverage of broadband infrastructures and over 60% of households have internet access (telecom prices below European average).

Lastly, Portugal has a business friendly environment: best country to do business in whole Southern Europe and 11th (11/28) in EU (Doing Business, WBank). Average time to set up a firm is less than 1-hour and Portugal ranks #1 among EU countries re: public services online (European Commission).

All the above facts led the Portuguese Outsourcing Association (APO) to present this submission.

APO is fully engaged on increasing the international prestige of the Portuguese outsourcing sector as a very competitive nearshore/offshore destination.

APO, a not-for-profit entity that unites the top ICT/BPO Services Providers, was founded in 2008 aiming to disclose the outsourcing activity, to represent the sector next to the main economic agents, to promote best practices and to stimulate the installment of competence centres.

APO believes to be able to make a difference by gathering providers - market competitors only in fact - with a shared vision about the sector development and mutual compromise regarding qualitative development. A Code of Conduct was established in 2009 to set the Principles to regulate the activity/practices of its members.

Lastly, APO is currently setting up a National Observatory of the Outsourcing Activity together with one of Portugal's top Academy: Universidade Nova Business School of Economics.

Figures:

- 450 companies operate in the SS&CC industry;
- An excess of 30.000 professionals employed, representing around 2% of GNP
- Companies are choosing Portugal: two-digit growth over the last 4 years;
- Growth of the Portuguese SSC market: Portugal represents 2% of the SSC market and is included in the third wave location trend;
- Outsourcing activities: the industry represents around €900 Million (0.54% GDP);
- Increasing employment is expected: creation of 10,000 new jobs and the value generated achieve €18 productivity gains;
- Portugal has on the past three years been recognized by Gartner as one of the 13 World's (7 EMEA's) developed countries with more potential to 'perform' as an ICT platform.

Shortlisted entries

Offshoring Destination of the Year

Serbia



Serbia sees itself as a location with a potential to grab investors' attention and become the next big thing for companies looking into cost-cutting and streamlining their operations, yet staying within European boundaries. Serbia should also be a location of choice for companies adopting the shared services model.

The current number of people employed in the outsourcing industry is between 7,000-10,000. The mid-term goal is to double this figure.

Owing to the recent setup of several mid-large sized call centres in the country's capital Belgrade, local government's attention was drawn to this sector and its potential for employment of primarily young people in urban areas. Therefore, the country is keen to support entry of new players into the market.

Serbia has a wide range of strong points to emerge as the new hot spot for hosting Business Process Outsourcing (BPO) centres. The market is still unsaturated compared to the "usual" BPO locations with all of the prerequisites for growth in place and development potential, especially given labour pool availability. Recruiting talent is easy and the cultural affinity caters to the needs of any western market. Also, cost of labour is significantly lower with the same, if not better, quality. Attrition rates are around 6% which although perhaps higher than in mature markets, is significantly lower than offshore locations, such as India.

Language skills and cultural affinity-wise, Serbia's target markets are in Europe and the US, with the largest number of investors in the sector so far coming from US. English language skills are the strongest point and the talent pool is capable of meeting the

needs of any size investment. Other European languages skills are also in place, including Italian, Spanish, German, French and, Russian. Serbia also boasts strong multi-lingual skills (i.e. agents handling calls in more than one language) and technical/financial skills. Moreover, one third of all graduates annually (around 47,000 every year) are coming from business & administration schools, therefore a good basis for back office/accounting operations.

Sitel looked at various locations in Eastern Europe and found Serbia most attractive. Labour costs were more favourable than Croatia and the labour pool amongst a population of 7.5m was deeper than in Macedonia for example that has 2m. There is also a heritage of IT and programming skills.

Serbia is a very different country to others within the group. It's a younger workforce with a strong work ethic who do not view outsourcing as a transition industry but as a career. The recruitment of young graduates and undergraduates is simple, especially among the under-30 population and many are keen to work for larger companies

Technical schools account for around a third of the 43,500 students who graduate each year. The workforce is reliable, with a robust skills base and a business culture rooted in strong cultural and business ties with the West. The country has a high level of multilingualism, especially as regards the English language, almost without parallel in many other parts of Central and Eastern Europe. 20 + languages are spoken including Russian, German, French, Finnish and Dutch.

Shortlisted entries

Offshoring Destination of the Year

South Africa



Testimonial

"We wanted to offer our clients the economic benefits of a blended on and offshore operation with absolutely no compromise in the quality of the customer experience. We believe that South Africa is able to deliver the levels of advisor empathy, intelligence and cognitive ability that twenty first century customer management demands." –

**David Turner, CEO
Webhelp (UK)**

Vision / Overview

To be a leading offshore destination for European voice and back office capabilities by 2016

Market overview / Job Growth

The Business Process Outsourcing & Offshoring (BPO & O) sector is viewed as a key growth area for the South African economy. The sector is currently responsible for an estimated 19,700 jobs, split among three core regions; Cape Town (11,200), Durban (5,000), and Johannesburg (3,400). The sector is expected to grow to around 28,000 jobs by the end of 2016.

Investment: Global outsourcers currently operating out of South Africa include; Capita, Teleperformance, Serco, Webhelp, and WNS. South Africa also services a number of international brands including; Amazon, Asda, British Gas, Bloomberg, EE, IBM, Lufthansa, State Street Bank, Swiss International, Shell and TalkTalk.

Target Areas

The UK accounts for over 65% of all foreign direct investment into the sector. Within the European market South Africa also services the German, Dutch, Italian, French and Spanish markets.

Differentiators

The South African offering is built around its ability to offer high quality voice capabilities at an affordable rate to the European market, with a strong focus on the UK market. This is complimented by specialised skills in areas such as Finance & Accounting and Legal Process Outsourcing.

Skills Development

Due to the recent influx of foreign investment, a potential area of concern for the South

African BPO sector is the availability of talent. In response to this, BPeSA is in the process of rolling out a Skills Academy which will look to train 10,000 agents and 1,600 team leaders over the next three years. This will serve to compliment current skills initiatives such as Monyetla and Harambee which have helped fund and train over 12,000 previously unemployed individuals.

Collaboration & Innovation

BPeSA, the industry body for the BPO sector in South Africa, is currently collaborating with the Rockefeller Foundation to help develop a gamification project that will be rolled out across South Africa and in the long-term Africa.

The project will be focused on providing an enjoyable learning platform using game mechanics to educate and inform agents and unemployed youth about the type of work /opportunities available in the sector. The project will also look to develop critical skills which can be used in an actual contact centre environment.

Results / Investments

In the past 12 – 18 months South Africa has seen a number of new entrants joining the market with the largest being the Webhelp Group in 2013. This has coincided with a number of new companies offshoring to South Africa including Brussels Airlines, there has also been significant investment in the areas of retail and telecommunications.

Offshoring South Africa



BPeSA. Your BPO investment partner.

Cost savings of at least 50%

Neutral accents together with large pool of English speaking talent

Cultural affinity with the UK - we understand your customers

World class infrastructure

Proven capabilities: Retail, telecoms, financial services, travel, legal etc.

Time zone positioning ideal for Europe

Internationally renowned brands operating in SA: Amazon, American Airlines, Asda, Bloomberg, British Gas, EE, IBM, iiNet, Lufthansa, O2, Shell, Shop Direct, State Street and TalkTalk

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BPeSA
Business Process **enabling** South Africa

Shortlisted entries

Offshoring Destination of the Year

Sri Lanka



If you ever traded on Oslo Børs, Borsa Italiana or the London Stock Exchange your transaction would be completed with Sri Lankan software. HSBC manages assets worth over USD 320 billion from Colombo. The International Baccalaureate handles their entire Financial Accounting Back Office in Sri Lanka.

Pearson, the largest education company and the largest book publisher in the World has a 500 plus member development team in Colombo. IFS, the Sweden-based enterprise applications company, has more than 800 employees in Colombo and Kandy. WNS, a global BPO leader, opened its first location outside India in Sri Lanka in 2004, where it delivers data and multilingual voice support. With a focus on higher-end finance and accounting services, clients include a leading U.K. insurance company, U.K. government agencies, and banking and finance firms.

Online Web Accounting (OWA) is an Irish company currently serving clients based in Ireland, UK, Germany, Hungary and Southern Asia from Colombo. Sapiaientia's core focus areas include accountancy services, transaction processing, CAD drawings and a new venture in Bio Technology testing services. Sapiaientia's client base spans Norway, Finland, Sweden, Denmark, UK and Singapore.

WSO2 supplies the 100 percent open-source enterprise service bus used by the likes of the BBC, BP, Fidelity Investments, Kaiser Permanente, and Volvo. Amba which is a KPO has over 80 clients in the UK and the US, including 6 of the top-15 global asset managers and 7 of the top-15 global

investment banks. Sri Lanka is accelerating in to an emerging destination of choice for the ITO and BPO market.

Sri Lanka was awarded the Offshoring Destination of the Year by the NOA in 2013.

It was ranked 21st in the last A.T. Kearney's Global Services Location Biennial Index (GSLI), ranking as an increasingly attractive offshoring destination. Sri Lanka's capital city, Colombo has been recognized as a global centre of excellence for Finance and Accounting, with Global Services Magazine ranking the city in the top 20 in the world.

The Sri Lankan government is one of the biggest catalysts for driving its outsourcing industry growth and has publicly shown its commitment by setting the target of US\$1bn in export revenue and direct employment of 80,000 by 2016. Currently there are about 300 IT and BPO companies that operate in Sri Lanka with export revenue touching USD\$ 700 million plus and employing more than 75,000 professionals. Sri Lanka has climbed from 86th out of 122 in 2006 World Economic Forums's ICT readiness index, to 69th in 2013 out of 144 nations.

The national level competency development programs focus on building Sri Lanka as a Center of Excellence (COE) in key domain areas - Mobile/Telecommunication, Banking/Financial Services and Insurance (BFSI) and Software Testing for software services and Financial & Accounting services, Investment research, engineering services and UK based Legal services for BPO/KPO.

Testimonial

"The availability of top tier talent and the low cost of operations in Sri Lanka made it a logical choice for our company. We started working in Sri Lanka in 1997 recruiting just 26 graduates in the first year, since then we have grown to 800. Sri Lanka offers us a great base to expand into Asia".

Alastair Sorbie,
CEO/President, IFS
(Sweden)



Considering to nearshore? Let's go to Latvia!

Secure and business-friendly environment - member of NATO and European Union since 2004 and a member of Schengen since 2007, with all associated benefits and duties. Additionally, Latvia is a member of WTO and UN organizations; joined Eurozone on 1st of January, 2014 and is planning to join OECD in 2015.

Agile and open economy - with GDP growth rates between 4-5% in the last three years Latvia has been fasted growing economy in EU. In World Bank's survey "Doing Business" 2014 Latvia ranked 24th in the world for ease of doing business. The key principle is equal treatment of foreign investors and domestic companies. Ernst and Young forecasts that Latvia will be the fastest-growing Eurozone member also in next 3 - 4 years.

Riga - metropolis of Baltics - with 650,478/1,03 million (with suburbs) inhabitants it is the largest city in the Baltic States. Riga is not only the transport and logistics hub of the Baltics, but it is also the heart of financial services in the region, a centre for education and knowledge-based industries.

Excellent accessibility - Riga International Airport carrying half of all flights in the three Baltic countries with more than 80 direct flights to/from Riga. Regular direct flights include such destinations like London, Leeds, Eindhoven, Manchester, Glasgow and other major European and CIS destinations.

World-class ICT infrastructure - over the last decade significant investments in ICT infrastructure development have resulted in strong internet speed performance, regularly placing Latvia in the Top 10 of highest average internet speeds globally.

Tax rates among the lowest in Europe - according to PricewaterhouseCoopers total tax rate in Latvia is lower than in both the EU and the world average. At a flat rate of 15%, Latvia's CIT rate is among the lowest in Europe. Personal Income Tax is at flat rate of 24%, which will be decreasing to 22% in 2016.

Educated and multilingual labour force - there are 58 higher education institutions in Latvia, and enrolment rates in universities are among the highest in the world - 47 students per 1000 population. According to Eurostat, most foreign languages spoken per capita in EU - English, Russian, and German are widely spoken moreover there is growing number of Scandinavian languages speakers.

Unsaturated sector with opportunities - business process support functions are a rapidly growing niche industry. Key functional coverage includes fields of accounting, finance, procurement, IT, HR, CRM, market research, customer service and help-desk. 11 SSCs and ~25 BPOs are operating in Latvia, mostly in Riga, employing about 4 300 employees and new entrants are welcomed without significant impact to existing players.

Positive industry image - existing centres are seen as valuable and stable employers providing quality work environment, what helps to attract motivated, solution-driven workforce, which not only executes given tasks but adds significant value to the company. Companies such as Cytec (USA, 2009), Statoil Fuel and Retail (Canada/Norway, 2011), Atea (Denmark, 2012), Cabot Corporation (USA, 2014) already has chosen to locate their multi-functional SSCs in Riga to support their core operations across the globe.

Quality of Life - Latvia is simply a great place to live providing all necessary infrastructures, wide range of leisure options, unspoiled nature spots and Riga's vibrant environment attracts growing number of foreigners who choose the country as home.

"We are very pleased to be coming to Riga. We chose Riga as the site for our new business services centre because of Latvia's highly educated and skilled labour force, its excellent information technology infrastructure, and the Latvian government's significant institutional support of foreign business investment needs. We believe we will be able to provide our customers with industry-leading service from Riga."

(Heather L. Ellis, Managing Director at Cabot Latvia)



For more information, please contact LIAA and learn more about how Latvia can help you realize your business aims. Welcome to Latvia!

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Award for Corporate Social Responsibility



WINNER

Award for Corporate Social Responsibility

**SPi Global - SPi
for Visayas**



In November 2013, Super-typhoon Yolanda (international name: Haiyan) wrought a path of devastation across Eastern and Western Visayas in the Philippines, where SPi Global's worldwide operations are headquartered. Loved ones were lost, and homes ravaged—some utterly swept away—including those of hundreds of our own employees.

SPi Global was one of the first companies in the Philippines to respond and mobilise its global network in order to extend support to the people of Visayas. Coming to the aid of those in need is not only the right thing to do, but very much a family concern – responding to a crisis that was all too literally close to home.

Our initial objectives were simple – engage our clients and employee population to reach out to our affected colleagues and the people of Visayas. Following an outpouring of generosity within our first 24-hours—and employees clamor for deeper involvement—we calibrated our objectives to achieve even more and participate in the long-term rehabilitation and rebuilding efforts for the affected communities.

Our swift response exceeded our own goals. At the end of the five-week campaign, our clients, investors, personnel, and SPi Global itself raised a total of PhP5 million (approx. €82,000) and 2.5 tons of relief goods, to help more than 1,000 families affected by the crisis including, but far from limited to, our corporate family members.

In light of this tremendous concern, commiseration, and contribution—what we in the Philippines call *malasakit* (deep care and concern)—shown by our community, we expanded our endeavours, reaching out to Habitat for Humanity and the National Anti-

Poverty Commission to help long-term rehabilitation efforts in the affected areas. We also reoriented our year-end holiday festivities to facilitate even more donations and support.

More than anything, it was our personnel's wholehearted support, dedication, and indeed, demands to do more that transformed a simple drive into a campaign that now covers the rehabilitation and rebuilding of affected communities.

While our CEO championed the initiative, relief and fund-raising efforts were largely employee-driven. The overwhelming response we received—and the speed and efficiency with which all endeavours were organized and carried out in all of the company's 30 global facilities—is a testament that *malasakit* is truly ingrained in our corporate DNA.

The need for aid is far from over—which is why, even after the end of the formal campaign itself, we continue to be involved—but we are proud that we managed to make a significant difference in a mere five weeks. Above and beyond the monetary and physical contributions—more than satisfying in their own right—the commitment, cooperation, and coordination showcased by our stakeholders made this an initiative truly driven by, of, and for our most valued asset, our people.

As what we often say at SPi Global, what we do together defines, refines, and elevates who we are, as a corporate family. We make sure that *malasakit* lives on.

Shortlisted entries

Award for Corporate Social Responsibility

60k - Animal Rescue Sofia



Based in Sofia, Bulgaria, 60K is a 600-seat contact centre which since 2008 has provided multichannel and multilingual support to the customer service functions at companies such as Thomas Cook, Sky, Seatwave, and Service800.

CSR: challenges and benefits

60K believes there are five primary reasons for it, and indeed any company, to become more socially responsible:

- Motivate employees: the more a company actively pursues worthy environmental and social efforts, the more engaged its employees are
- Attract the top talent: for a business such as 60K which relies on the quality of its agents to deliver outstanding service to its customers this is a compelling statistic
- Build our reputation: CSR helps build a company's reputation, and the speed of digital media means that is more important than ever before
- Give customers what they want: a growing number of clients are looking to embed social responsibility in their supply chains; quite simply, behaving ethically can help a business boost sales and profits
- It is morally the right thing to do

Among other charities, involving orphanages and institutional homes, children with special needs and elderly people, last year 60K decided to give a hand to a different group of the society which is often overlooked and deprived of big public attention. 60K decided to help the second largest shelter for homeless animals in Bulgaria in Bogrov village, which was endangered to be closed.

It is managed by Animal Rescue Sofia, organisation which is supported only by donations and does not receive any funding from the state and the EU. That is why we have decided to support the fundraising campaign they have started and to become their Guardian Angels.

The street dogs populating the streets of major Bulgarian cities and mostly Sofia, is not a raising issue, but an ongoing one for many years passed. According to statistics there are approximately 10 000 street dogs in Sofia alone. 15 000 to 20 000 domesticated, pet dogs are gone missing or are expelled from their house holds every year aggravating more the issue. There are only two community shelters for the time being and several non-governmental facilities, which can accommodate up to 1200 animals overall.

60k was the only large company to support ARS. We are happy that our employees declared their dedication and were proactive in spreading information about the campaign. 60K played key role in spreading the idea to the public and the society was thrilled by the campaign launched.

Certainly the most successful result 60K achieved was providing the new home, which could both animals and volunteers enjoy. 60K jointed the campaign when only 83 000 Euro were raised out of the 210 000 so desperately needed. As promised the funds received from all donors were doubled.

On the 18th of December 2013 their dream was a fact – the first non-governmental shelter in Sofia, established and supported by volunteers only, who put all their efforts into making the lives of the animals better.

Shortlisted entries

Award for Corporate Social Responsibility

Teleperformance - Citizen of the World (COTW) in EMEA



Testimonial

"Being involved in this kind of actions you can send messages to the entire world that are more powerful than words; we show that we care. I like teamwork very much and I feel a big satisfaction for the efforts we made on Saturday, 28th of September, we did a good thing and it makes me feel very good."

(Monica Simion, Shared Inbound Supervisor)

"These kinds of initiatives are always welcomed, but also I expect more people to get involved, because these actions make the difference and are very important for our country. We socialize, we create new friendships and we contribute to improve this world. I am open to participate to such events in the future as I am convinced that by helping others we will help firstly ourselves."

Mihai Ciochir, Inbound project Senior Agent

Teleperformance, the worldwide leader in outsourced multichannel customer experience management, serves companies around the world with customer care, technical support, acquisition and debt collection programs. The Group operates 110,000+ computerized workstations, with close to 149,000 employees in 62 countries and serving more than 150 markets. It manages programs on behalf of major international companies operating in a wide variety of industries.

Project objectives and business drivers

Teleperformance's Corporate Social Responsibility started with a commitment to the Clinton Global Initiative (CGI). Championed by our Chairman, Daniel Julien, this was the impetus for Teleperformance's own charitable and environmental initiatives: Citizen of the World (COTW) and Citizen of the Planet (COTP), launched in 2006 and 2008 respectively. In 2011, Teleperformance extended its commitment to CGI until 2016, targeting \$1 million USD annually in cash and donations-in-kind. Additionally, Teleperformance is a signatory member of the UNGC, providing a progress report annually.

Approaches to best practice, governance and innovation

Teleperformance believes that a company involved in social responsibility is also a company that engages its employees, motivates them and encourages enthusiasm at every stage. By involving employees in social initiatives increases a feeling of belonging and being part of something important and this will, ultimately, have a direct and positive impact on our local and global communities. This is, therefore, an

initiative driven by individuals.

Additionally, Teleperformance supports, finances and formally recognises the efforts of its employees, both collectively and individually for their efforts in supporting these programs. The founding of our CSR committee and sub-committees in 2013 has enabled the Group to formalise CSR policies and training.

Challenges

The main challenges in making a success of this kind of program are in motivating individuals to take part and to feel responsible and engaged. Key to all this is:

- Ensuring ongoing corporate commitment formalising our CSR commitments through corporate policies and training
- Investing in the resources necessary to facilitate both globally and locally-led initiatives
- Communicating on local and global CSR initiatives as well as providing campaign and communication material.
- Results (including social outcomes, where applicable)

Supported by a dedicated team of 'ambassadors' (24+ appointed to the formal role in Europe), Teleperformance CSR initiatives in Europe alone has achieved +250% of the CGI Global target for 2013. Specifically charitable programs and responses have included aid for regional and local disasters such as hurricanes or floods, supportive responses to local catastrophes and an annual global blood drive.



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Award for Innovation in Pan-European Outsourcing



62



WINNER

Award for Innovation in Pan-European Outsourcing

Teleperformance - CX Lab



Testimonial

"In recognition of industry leadership and innovation, Teleperformance has won Frost and Sullivan awards from regions all around the world. Visiting Teleperformance's Customer Experience Lab in Lisbon and learning more about the company's considerable investments in R&D through its Innovation Council, I was struck by the evolving dynamic between customer and brand, and how that will become ever more complex going forward."

Stephen Loynd, Global Program Director – Customer Contact, Frost & Sullivan

Teleperformance, the worldwide leader in outsourced multichannel customer experience management, serves companies around the world with customer care, technical support, customer acquisition and debt collection programs. The Group operates 110,000 computerized workstations, with close to 149,000 employees in 62 countries and serving more than 150 markets. It manages programs on behalf of major international companies operating in a wide variety of industries.

Project objectives and business

Opened in June 2013 in Lisbon, Teleperformance's Customer Experience Lab (CX Lab) is an innovative global centre for the research of specific issues related to changing customer behaviours across channels, industries and countries. Teleperformance's CX Lab Service Model researches and analyses customer behaviour and brand interaction - with a focus on major drivers of customer satisfaction and preferences in different channels and by generation. This allows for a more data-driven approach in the way the Group supports its clients' customers in specific industries and geographies. This in turn offers Teleperformance and its clients the opportunity to improve, adapt and differentiate their products or services in line with changing customer and market expectations.

Approaches to best practice, governance and innovation

The goal of this research into customer preferences and motivations is to enable Teleperformance to evolve, improve and innovate within its customer service offering as well as allowing its clients to do the same by sharing any proprietary research as an added value benefit. This reflects

Teleperformance's goal to:

- Challenge and change the accepted view of the contact centre outsourcing industry from one of a commoditized service and demonstrate the added value partnership potential of an outsourced contact centre
- To position the outsourcing contact centre as a key element and fully integrated customer service experience

Challenges

The constant challenge is to anticipate, understand and adapt to the fast-changing customer experience market with respect to new channels, sectors and industries. The Group believes this is necessary in order to improve its service offering, innovate and to aid its clients to a better understanding of customers' needs. Rather than waiting for specific research tailored to the industry within the context of its clients' markets and their expectations, Teleperformance's CX Lab delivers proactive, timely, highly specific research which is an asset to both itself and its clients. This is realised by:

- operating at the highest possible standards and in ensuring research diligence
- researching, processing and sharing insights via a thorough, multi-disciplinary approach.

More specifically, the CX Lab:

- is run by global specialists who possess Masters degrees and wide industry expertise and are also native speakers, conversant with the people/culture of the Group's target markets.
- combines multi-disciplinary skills including industry research, analytics, social media, internet interactions and mobile services.
- seeks out experience and expertise within the Group to better understand emerging trends and findings.

Results

By offering a consultative approach, Teleperformance aims to elevate accepted standards both within the Contact Centre Outsourcing industry and beyond. Its research goal is to improve market understanding of the customer experience by geography, industry, channel and generation to provide its clients with a competitive edge in the Customer Experience Ecosystem.

Teleperformance's CX Lab also provides in-depth information related to multichannel consistency allowing its clients to better define their strategy. Teleperformance's CX Lab was awarded the prestigious EMEA Customer Value Leadership Award from the global analysts firm Frost & Sullivan within its first semester of operation in 2013.

Shortlisted entries

Award for Innovation in Pan-European Outsourcing

eClerx Services Ltd – ISDA CSA Document Risk Review



eClerx is India's first and only publicly listed Knowledge Process Outsourcing ("KPO") company providing data analytics and process solutions to a number of the world's prominent financial institutions, online retail and distributors, interactive media and entertainment, high tech and industrial manufacturing, travel and leisure and software vendors. eClerx employs 7,000+ FTE across its six offices in Chandigarh, Mumbai and Pune with onsite presence London, New York and Singapore. Our clients range from top global sell-side Financial Institutions to a number of Hedge Funds and Asset Managers.

Industry Trends

Global financial crisis led to the introduction of stringent regulatory guidelines for financial institutions. This led to the optimisation of collateral management policies and procedures in the capital market participants largely driven by ISDA CSA in OTC derivatives market. Banks required terms from ISDA CSAs parameterised at a very granular level to:

- More accurately model cost of trade through credit value adjustment (CVA) desks
- Optimise collateral and improve liquidity forecasts
- Benchmark against industry standards - Basel III, Standard CSA, etc.
- Meet background Resolution Recovery Planning (RRP) and Living Will requirements

Approach

eClerx, for these banks, applied extensive domain knowledge, robust workflow and market leading tools to review and remediate terms and deliver 380+ field database of actionable information from CSA documents across America, Europe and APAC countries.

Innovation

eClerx designed a document risk review solution that covered all aspects of the documentation lifecycle inclusive of

digitisation of CSA fields, capturing amendments, escalation of illegible documents and outlier agreements, audit checks, resolution of discrepant fields, and reporting.

Below are the key components of eClerx' CSA Risk Review offering:

- Deployment of Subject Matter Experts to augment client's data repository to align with industry benchmarks
- Existing dashboards, data models and customised tools eClerx solution ensured enhanced transparency on CSA terms with the following deliverables:
- Electronic records of agreement to map client's system or to use it as golden repository
- Web based dashboard to drill-down into terms agreed in CSA
- Key analytics to highlight exceptions within the CSA terms (such as MTA, Threshold)

Benefits

- Identification of attributes relevant for legal, collateral management, risk, tax, operations, etc.
- Documents reviewed with 99.5%+ accuracy by leveraging in-house data capture forms, reconciliation engine and remediation methodology
- Data delivered with 99.5%+ accuracy
- Identification of discrepant data in client's system impacting functions in collateral management unit

Research Findings

After reviewing 25,000+ CSAs in the one year across a large UK Investment bank and a leading German bank, eClerx gathered following findings:

- 61% of the population displayed differences in the agreement
- ~45% of CSAs inaccurately reflected eligible collateral, threshold and MTA in client systems
- 7% of CSAs / amendments were missing from bank repositories

Shortlisted entries

Award for Innovation in Pan-European Outsourcing

Geoban SA – Disputes Service Centre



Geoban is a Santander Group's global company that manages transactions conducted by the Group's banks and financial institutions in the countries where it operates. To manage these global operations, Geoban has established specialized centres that provide bank operational management services for Santander Group entities in retail banking (Europe, America, Asia ...). These centres have been established in several countries to provide services in different time zones and with different response times, and, as necessary, to support one another. Currently, more than 7,000 employees work for Geoban, and the Group has offices in Spain, Portugal, United Kingdom, Poland, Germany, Mexico, Argentina and the United States. Geoban started a new journey in recent years, whereby through deep specialization in some of the services in specific areas, it is building a proprietary owned Global Technology System to provide its operational services for all banks within the Santander group. It has combined the ITO, F&A and BPO services together for its clients becoming single point of service provider with end to end responsibility of functional division for its clients.

Innovative approach

Disputes Operations within cards Industry is one of these initiatives in Geoban. This division is named Disputes Service Centre (DSC). This model was designed to give within the group, all the banks, also shared/reduced technology costs in development, maintenance while centralizing operations to provide service 24*7 strategically placing the operations in the world. Division objective was to provide services for resolution of

claims in cards area faster, cheaper, better and add value in the service to its clients globally. Supply of ITO for banking from an offshore BPO team/organization, entails numerous challenges and risks pertaining in particular to: access to data and their safety; cooperation between the bank's head office and software development teams; and, last but not least, selection of employees for these teams who are technology and operational experts understanding the complex logic of key processes in the banking sector.

DSC offer complete processing of claims from the infrastructure design stage through claims operations management, system maintenance and development. This involves building a concept, designing, testing and system development and taking full responsibility for the performed operations. A key assumption of the Geoban philosophy is that a single team should be responsible for an understanding of the technology and processes involved globally within the group. DSC has UK, Germany, Spain as current clients and working on few new countries to be in the model for 2014. Division processes 700,000 disputes/year in one of its hub based in Poland. It's worth to mention that Santander as a group, is 2nd with its peers on Cost to Income ratio in the world. With the success of this model, Geoban is now exploring more such specialized, globally scalable operational services integrating T&O in different banking products.



geoban > Bank Operations Management

Geoban is a global company which belongs to the Santander Group and which has the purpose of managing the operations of the Group's banks and other financial entities in the different countries where it has a significant presence.

In order to manage these operations at global level, Geoban has set up specialised centres which provide bank operations management services for the Santander Group's entities in retail and commercial banking (Europe, America, Asia...).



The specialised centres have been established in different countries in order to be able to cover different schedules and resolution times, and, in accordance with their needs, for them to be able to offer each other mutual support. Geoban currently has over 6,500 staff members and operates in Spain, Portugal, United Kingdom, Poland, Germany, Mexico, Argentina and the United States of America.

By this means, Geoban comprehensively covers most of the Santander Group's back-office operations, no matter what type nor how complex they may be.

Shortlisted entries

Award for Innovation in Pan-European Outsourcing

GFT



The GFT Group is a global technology partner for future digital issues – covering everything from discovering innovation to developing and implementing sustainable business models.

Within the GFT Group, GFT stands for competent consulting and reliable development, implementation and maintenance of customized IT solutions. The company is one of the world's leading IT solutions providers in the banking sector. CODE_n, the GFT Group's innovation platform, offers international startups, technology pioneers and established companies' access to a global network. It's where ideas become business.

Headquartered in Germany, the GFT Group has stood for technological expertise, innovative strength and outstanding quality for over 25 years. Founded in 1987, the GFT Group expected to achieve revenues of around €260 million in 2013. With a global team spanning 2,000 employees, the company is represented in eight countries by its 32 local offices. The GFT Group is listed on the Frankfurt Stock Exchange (Prime Standard).

More information on GFT can be found online at: www.gft.com

Project and Business drivers

The business case we propose for innovation within outsourcing aims to help our teams, our clients and wider industry gain visibility of new technologies and processes that have been evaluated by an independent and highly experienced team of cross industry experts. To this end, in 2011, we created CODE_n, an international startup contest initiative for digital pioneers, innovators and ground-breaking start-ups.

The goal of CODE_n is to create a network to:

- support outstanding business talents and their exceptional business ideas

- provide them with a platform for dialog
- stimulate and accelerate innovation in the field

Approaches to Best Practice

CODE_n is a flagship project but its underlying methodology is part of GFT's commitment to Open Innovation which we recognised as a key driver for business prosperity, growth, profitability, competitiveness, and a solid long-term future.

CODE_n is a vital tool at GFT for bringing together collaboration and forging the strategic leadership that is needed to generate innovations. We also recognise that this Strategic Leadership is also a shared core value within the NOA Lifecycle model and a critical component of recognising and enacting innovation for our industry.

Results

The results of CODE_n proposition are unique as it connects the start-ups and innovators with a global community of potential investors and customers within an environment fostered by GFT, a major provider of outsourcing services to the same financial services community.

Unlike innovation incubators taking place behind closed doors, the structure of CODE_n brings these relatively small companies into a much wider public arena. The structure of CODE_n has evolved rapidly over the last few years and now includes areas such as Renewable Energies, Smart Grid technologies, Cloud computing and green technology. So far, CODE_n has welcomed over 1,000 startups. Each year it welcomes 50 startup finalists to CeBIT, who all benefit from unparalleled exposure to the media, investor community and enterprise companies.

Testimonial

"The sheer size and design of the CODE_n hall was incredibly impressive. Big Data Art, Big Data Discussions, Big Data Companies in a BIG hall meant that it was a truly unique experience. People around CeBIT were telling me that it was definitely one of the "coolest" halls, and I would definitely have to agree."

Bindi Karia, Vice President, Origination, Entrepreneur Banking at Silicon Valley Bank and CODE_n judge



Outsourcing Works – Award for Delivering Business Value in European Outsourcing

WINNER

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

ITC Infotech & Danske Bank



Testimonial

“With ITC Infotech as our IT partner, we have been able to achieve remarkable productivity enhancements. We are now able to introduce new products & enhancements faster, which aligns well with our overall strategy of serving our customers in an efficient way. Over time, we have created a robust extension of our IT department, which is providing services for our operations across Europe. ITC Infotech’s flexible approach and tailored engagement model for Danske Bank has helped create a shared strategic vision for the future and our partnership approach is working very well.”

Jens Klæbel
Head of Sourcing & Management
Danske Bank

The Danske Bank Group, headquartered in Copenhagen, is the largest bank in Denmark and one of the leading financial enterprises in northern Europe. The Bank’s motto of “One Bank. One System”, gave rise to the need for integration and alignment of all entities with Danske’s existing IT systems.

Danske Bank partnered with ITC Infotech in October, 2006. ITC Infotech was selected from amongst stiff competition owing to the flexibility the company demonstrated in creating a customized engagement model for the bank.

With offices in Denmark, and a massive dedicated Development Centre India (DCI) at ITC Infotech’s headquarters, the company is providing services across most divisions & products of Danske Bank.

Project objectives and business drivers

- ITC Infotech was mandated with the task of rapidly integrating Danske Bank’s acquired entities
- ITC Infotech provides services to enable faster time-to-market for the Bank’s new products
- Optimizing the IT environment to reduce operational expenses drastically
- Modernize and transform the Bank’s IT system
- Build a repository of documentation for IT systems & processes, so reduce people-dependency and create organization knowledge assets

Approaches to best practice, governance and innovation

- ITC Infotech customized its engagement model and leveraged the company’s robust global delivery model to address the Bank’s requirements. The team has grown to over 800+ resources
- ITC Infotech instituted robust knowledge management practices, to retain information assets and create a repository of best practices

- ITC Infotech’s flexible engagement model facilitated the creation of a governance model, which mirrored the Bank’s internal policies & processes
- ITC Infotech initiated proactive training, certification programs and capability building for the teams, to ensure better business appreciation, resulting in better services
- Behavioral & cultural training helped overcome barriers in communication

Challenges

- Disparate systems, inherited via acquisitions, had to be integrated with the Bank’s central IT system, within stringent timelines
- The documentation of IT systems, applications and processes had to be improved to create a knowledge repository and usable components
- Danske Bank’s dependencies on legacy system was hampering adoption of newer technologies & tools

Results

- Danske Bank was able to achieve 67% savings in cost
- ITC Infotech helped Danske Bank meet all meet all integration obligations of the acquired entities
- Optimization & automation accelerated time-to-market news products and features, such as:
 - Mobile P2P, Dual PAN Card & Corporate Debit Card
 - SWIFTMX ISO 20022, FATCA (Foreign Account Tax Compliance Act)
- Insightful dashboards & proactive reporting on varied parameters provided a consolidated view of projects, enabling executive decision making
- ITC Infotech also worked with Danske Bank to modernize some of their IT systems, and adopt the latest technologies & tools

Shortlisted entries

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

Conectys



Conectys is a recognised leader in multilingual and multicultural outsourcing with close to 10 years of service excellence. With facilities in Belgium, Romania and the Philippines, Conectys has a seat capacity of 850 and services over 35 languages with multilingual teams driven by effective processes and proven technology. Named as the “BPO Firm of the Year – Rest of CEE”, at the Central and Eastern Europe (CEE) Outsourcing and Shared Services Awards in February 2014, Conectys is ISO9001:2008 certified and PCI-DSS Compliant. Conectys is headquartered in Eastern Europe in Romania.

One of its customers is one of world’s leading sources of high-quality data on legal entities and supporting services. It provides validated and auditable legal entity information that is critical for Know Your Customer (KYC) and screening processes, as required by national and international regulation. Monitoring more than 300,000 organisations and their subsidiaries - banks, corporations, governments, funds – it is the single, global source for legal entity data.

Customers of Conectys’ client are global, and they have global customers. Legal entity research needs to take place in a broad range of global languages. Conectys is able to provide a single point of sourcing for all the languages. As such, Conectys is instrumental to its customer global coverage, and thus to being able to match market requirements for its products. In other words, Conectys’ capabilities are mission critical to its customer.

Over a span of more than 9 years, Conectys evolved from a supplier doing multilingual entry level data research and aggregation (BPO) to a true partner. Conectys now provides a Program Management Office, Customer Support, Quality Assurance, Testing, Piloting, Product fulfillment, Account Management, etc... This has now become a prime example of Knowledge Process Outsourcing.

Overall Conectys helped its customer by improving efficiency by more than 30% year on year and continues to find new ways to improve efficiency. The project had a heavy focus on quality, as a result the customer’s quality score went from 75% accuracy to constantly above 95% in 2013. Conectys added innovation, increasing the approved sources of legal entity data by 10% in 2013. Product delivery turnaround time also decreased by 50% to less than 1 business day per request.

The project helped Conectys to shape its service offering for the financial industry (one of its key target verticals). It showed the efficiency of Conectys’ certified processes, technology and employees and reinforced its position as one of the leading providers of multilingual and multicultural outsourcing services.

Customer Testimonial

“We need thought leaders that are able to see our company objectives as theirs and to provide suggestions and solutions that add value. We need a partner that overcomes the inherent paradigm of reducing overall cost of our business and can be a successful growing vendor at the same time. We need a trusted partner to tell us their honest opinion. Conectys has helped us improve efficiency by more than 30% year on year for 6 consecutive years and continue to find new ways to go further”

Shortlisted entries

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

Elix-IRR



Elix-IRR is a boutique management consultancy that advised a major, established UK retailer on selecting a vendor for provision of transformational ITO services worth over £100m to help the client reinvent itself as a digital leader.

Project objectives and business drivers

- The rise of multichannel shopping enabled by technology advances, left Elix-IRR's client under great pressure to change in order to meet customer expectations and to beat competition.
- The retailer realised that to address this challenge, they needed to transform itself into a digital leader through partnering with a leading IT vendor to implement this change.
- Realising the need for a trusted 3rd party advisor, the client engaged Elix-IRR due to its independent advice, reputation and commercial insight to support and guide the IT partner selection and subsequent commercial negotiations.

Approaches to best practice, governance and innovation

- Since there was no prescribed solution at the outset of the project, Elix-IRR recommended using their award-winning Collaborative Solutioning approach which, unlike a traditional RFP methodology, allowed the client and potential partners to work effectively together through a series of workshops and discussions to develop the bespoke solution.
- By collaborating closely with the client during the partner selection process through to commercial negotiations, Elix-IRR ensured the project was led through innovative thinking to exceed challenging objectives.

Challenges

- Several challenges differentiated this outsourcing deal from other transformational ITO deals in the industry; including tight timelines, unclear solution and scope of the outsourcing contract.

- Commercial challenge focused on negotiating the best price for services but at the same time avoid cost-cutting that would negatively impact on innovation of solution.

Results

- The selection of a suitable partner and the signing of the contract resulted in one of the largest ITO deals to be completed in the UK in recent years, worth over £100m.
- Elix-IRR played a key role in selecting an IT partner able to address their complex requirements and drive digital innovation, enhanced customer experience and increased operational efficiency.
- This will ultimately contribute to improved revenue and profit performance due to the transformational business model.
- The innovative Collaborative Solutioning approach to partner selection enabled the deal to be completed faster and helped deliver contracting process-related savings of around 10%. This was driven by a simplified sourcing process which avoided the need for participants to respond to complex and time-consuming RFPs.
- The client will benefit from the enhanced multi-channel offerings, increasing their customer base and boosting retention and overall profitability.
- Completing this high-profile deal in a short timespan demonstrates how Elix-IRR's innovative Collaborative Solutioning approach empowers business to become more competitive. Supported by a flexible and innovative operating model, the client will become the leading retailer in the high street.
- Finally, the success of this deal contributes to the reputation of outsourcing also in the wider arena by showing that outsourcing could be used as a means for innovating and transforming the business, changing the commonly held negative perception of outsourcing as a last resort means for cost-cutting.

Shortlisted entries

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

Sofica Group & iGate



Testimonial

"iGATE has won a large managed services contract from an important telecommunications client in the DACH region. iGATE is using Sofica's services to provide a Multilingual Service Desk, which is a key element of the overall engagement. In the initial months just gone by, despite typical challenges of transition and transformation, Sofica lived up to its promise of excellent delivery. Sofica's responsiveness and their track record of "listening to the customer" have proven useful to iGATE's overall success with the end customer. We look forward to doing business with Sofica in the coming years."

**Vaidyanathan
Gopalkrishnan
Sales Director, iGate**

Founded in 2004, Sofica Group has become the largest independent BPO provider in Bulgaria. The company is part of TeleTech Holdings Inc. (NASDAQ: TTEC), a leading global provider of technology-based customer engagement solutions. We currently have an operational capacity of 1100 seats split in three locations – Sofia and Plovdiv, Bulgaria and Skopje, Macedonia. Our experience allows us to provide leading local and global clients with a broad range of tailored BPO, ITO and HRO services.

The convergence of these diverse types of outsourced services is one of our leading competitive advantages. This combines with a commitment to deploy the latest information technologies in the development and improvement of our service portfolio.

The result is a financially stable, rapidly-growing (35% YOY 3yr. Ave.), regional leader in BPO services with a focus on:

Quality – proactive constant improvement of our services means we can guarantee to achieve results exceeding initially set parameters, certified against ISO 9001 standard.

People – careful selection and continual efforts towards motivation of our main asset, our people, has led to a supportive working environment providing a variety of career growth opportunities.

Professionalism – our rooted experience has led to the creation of a hand-picked global partnership network allowing us to manage large and medium-sized corporate structures.

Security – we understand our clients' needs

to rely on the security of information held and handled by us. At Sofica Group we pay great attention to information security with a commitment to its continual development and improvement, compliant to Information Security Management System - ISO 27001

Project objectives

- improve productivity
- proactively deliver additional value and exceed client expectations
- deliver high level support through a Professional Contact Centre and Telecom infrastructure

Approaches to best practice, governance and innovation

- A unique Testing Lab specifically designed for the iGate project, allowing all team members to test their skills in an environment which imitated the future post-launch environment
- A dedicated knowledge database (SharePoint based), created by Sofica, with various communication channels, troubleshooting methods split by issue, quickest ways to resolve a problem and a corporate social media channel to share best practices and problem alerts.
- 'The Call Centre Experience' - teaching users who call multiple times easy tricks to resolve their issue, before investing time to call again.
- On-site dedicated analyst to analyse call and ticketing data, system condition and possible future issues.
- A 24/7 workflow tracking screen which enables all team members to monitor the incoming call volume, staff availability and missed calls.



Sofica Group

partnership beyond outsourcing

A TeleTech Company



Sofica Group is the regional outsourcing market leader, aiming to be a top 5 service provider in CEE in terms of size, stability and quality of services.

Our mission is to bring value to each client and business process we serve through our strong and professional team, agile business model and state of the art technology.

Our experience and continuous development helps us to be a stable and reliable partner both to local and to global companies.

Proof of the quality work, the high satisfaction of our clients and the correct management direction of development is the fact that we are recently part of TeleTech Holdings Inc. (NASDAQ: TTEC), a leading global provider of technology-based customer engagement solutions.

You know that the growth of your company is really possible when you can devote yourself entirely to the key processes of your business.

You realize the need of a reliable and loyal partner who constantly looks for new and more efficient solutions of your problems.

You look for individual solutions – strictly fitting your business. Solutions based on the solid foundation of the experience, continuous development and investments. You realize that yet today you have to be ready for tomorrow.

Then we say - Welcome to the future!

Our motto **FUTURE RELOADED** is our promise to you that we will find strictly individual solutions to make you business much more effective.

FUTURE RELOADED

www.sofica-group.com



Shortlisted entries

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

Sitel & Flybe



2013 was yet another challenging year for the aviation industry. Flybe, Europe's largest independent regional airline, outsourced to Sitel in December 2012 as part of their repositioning of Flybe UK to a more customer focussed and transparent organisation under the strapline "making flying better".

The outsourced solution involved integrating Flybe's existing customer service agents into Sitel's Exeter facility under TUPE transfer. Flybe wanted to keep the contact centre in the UK and recognised as experts in contact centre outsourcing, Sitel UK would be able to improve customer service and deliver better ROI.

The project involved taking existing Flybe agents and merging them with Sitel agents to create one UK contact centre.

Sitel and Flybe's web designers worked together to reconfigure the web-site using customer insight gained and call centre metrics. The new web-site provides information to enable passengers to self-serve with clear contact points for booking amends and special requests such as wheelchair assistance.

"Without question our outsourcing partnership with Sitel UK to handle all our customer contact has played a part in greatly improving our customer service and has meant our passengers have received a noticeably improved service." Jonathan Breedon, Director of Customer Services, Flybe

With a number of customer service agents transferred under TUPE to Sitel's facility the partnership had to bring them up to speed on their world-wide best practice and quality processes. Equally those agents new to Flybe were trained to become fully immersed in the Flybe brand. In addition, the Contact

Centre Operations Manager was flown through the Flybe network to experience the different airports.

The airline business is complicated and influenced by many external factors such as strikes, severe weather conditions and even volcanos. With over 80% of bookings made on-line, the contact centre is mostly contacted by passengers who have received notification of flight changes or delays and the agent is their first point of contact. Outsourcing has worked to ensure the Flybe brand is made even stronger by delivering the best customer experience.

Shortlisted entries

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

Wipro BPO



Wipro Ltd. (NYSE:WIT), a leading global Information Technology, Consulting and Outsourcing company, and TalkTalk Group (LSE: TALK) have jointly won the EoA Award 2014 for the category of 'Delivering business value in European outsourcing'.

TalkTalk has seen an exceptional growth over the last nine years through multiple acquisitions and increasing customer base with expansion of business from dual play to quad play. Wipro was chosen as one of two strategic partners by TalkTalk in 2011 to provide customer service and technical support services for broadband and fixed line telephony. Since then the partnership has grown and the services have expanded to cover mobile and IP TV services. Wipro has partnered with Talk Talk to help them in this aggressive growth journey and has played a key role in complaints reduction and churn management on the consumer front of the business.

Wipro's end-to-end Business Process Outsourcing (BPO) services for Telecom players provides customers with domain experience in fixed and mobile telecommunications services, telecommunications equipment and publishing & media enablement. They have a strong team of 7,200+ members supporting 90+ countries globally and provide support in

20+ languages. Their client list includes leading CSP's and TEV in NA, EMEA and APAC regions with experience spanning across Fulfillment, Assurance and Billing processes as well as Enterprise Processes enhancing customer experience. Wipro solutions for telecommunications and media help clients optimize costs, enhance customer experience and build on customer experience and loyalty. Wipro's Telecom clients seeking BPO services have realized benefits of USD 78 Million over and above labor cost difference.

About Wipro Ltd.

Wipro Ltd. (NYSE:WIT) is a leading Information Technology, Consulting and Outsourcing company that delivers solutions to enable its clients do business better. Wipro delivers winning business outcomes through its deep industry experience and a 360 degree view of "Business through Technology"; helping clients create successful and adaptive businesses. A company recognized globally for its comprehensive portfolio of services, a practitioner's approach to delivering innovation and an organization wide commitment to sustainability; Wipro has over 140,000 employees and clients across 54 countries. For more information, please visit www.wipro.com.

Also shortlisted for this category: Ziggo & TechMahindra (winners of Buyer of the Year, please view page 80 for their synopsis)

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European Outsourcing Professional of the Year



WINNER

European Outsourcing Professional of the Year

**William
Pattison,
Chief Executive
Officer,
Mindpearl BPO**



William is the CEO and an owner of Mindpearl, a global, 24/7, multilingual, contact centre outsourcing company with facilities in Spain, Australia, South Africa and the Fiji Islands and winner of the National Outsourcing Association (UK) – Contact Centre of the Year Award 2013 for outsourcing excellence. Mindpearl services clients across the UK, Europe, the Asia/Pacific region and North America.

William has more than 25 years' experience in the contact centre industry, most notably within the aviation industry. William, with his unique insight, customer focus, and leadership, has been the driving force behind Mindpearl's award-winning network of multilingual, multi-channel customer contact centre operations. He is widely recognised as an industry leader in the creation and development of the "follow-the-sun" concept and 24/7 contact centre networks. His major achievements include; the successful establishment and operation of multilingual customer contact centres for American Airlines, Lufthansa, Swissair/ Swiss International Air Lines and BPO Mindpearl, and his pioneering feats in setting up new contact centres in unconventional locations, such as South Africa in 2001 and the Fiji Islands in 2009. William was recently awarded the prestigious National Outsourcing Association (UK) – People Choice Award 2013, for his contribution to outsourcing.

William firmly believes to be successful at achieving maximum value from outsourcing; we need to invest in retaining key skills within the industry. He seeks to hire the most qualified employees, with a strong emphasis on retention by offering salaries above the market average and career development opportunities with a focus on up skilling and empowering staff internally. With the right skills in place he is driving innovation in the BPO space.

Quotes:

William has achieved various things in the BPO sector, particularly in the South African landscape and was a key figure in bringing the first BPO investor, Lufthansa, to South Africa. Other notable achievements include being instrumental in developing the 'follow the sun' 24/7 contact centre, a concept he helped develop. With almost 25 years of industry experience, William is a true asset to the international BPO community.'

**Gareth Pritchard, BPeSA's CEO,
Business Process enabling South
Africa Association Body**

'I believe William's contribution to developing outsourcing locations such as South Africa and Fiji, his commitment to investing in industry skills, as well as his contribution to the creation and development of the "follow-the-sun" concept and 24/7 contact centre networks in the captive and outsourcing industry deserves recognition.'

**Alan Graham, Chief Commercial
Officer, Director and Shareholder,
Mindpearl**

'One of William's strong points is Vision. He is definitely a visionary. I cannot remember having known someone with so many ideas (good ones) in my many years in the business.....'

**David Masso, Director and
Shareholder, Mindpearl**

'I had no contact centre industry experience when I started my career with Mindpearl, 7 years ago. William's mentorship over the years moulded me into the individual I am today. I am proud to be part of a global, multilingual organisation with a well-respected CEO.'

**Rene Rutgers, Business Analyst,
Mindpearl Employee**

Shortlisted entries

European Outsourcing Professional of the Year

**Juan Crosby,
Partner, CMS**



Four years ago, Juan Crosby, with the support of CMS' newly elected Senior Partner, Penelope Warne, began a strategic push to broaden CMS's market leading expertise in advising energy companies into technology and strategic sourcing mandates. Building on this strength, four years on, Juan and his team have become one of the go-to firms for advising in this sector advising some of the world's largest companies - as well as in a range of other sectors including financial services and life-sciences - on a variety of strategic IT and business process outsourcings. His success in the field led him being appointed as CMS' head of international sourcing in the 6th largest law firm in the world.

In addition to assisting his clients create more from their strategic outsourcing relationships, Juan is also passionate about the future of the industry and the role of legal services in the outsourcing process and constantly looking at ways this can be improved for the benefit of customers and suppliers to accelerate benefits and ROI.

Complex, strategic, multi-vendor ecosystems + service integration

In 2 very large ground breaking projects, Juan was tasked with creating a complex, global multi-vendor ecosystem in which multiple suppliers work to provide integrated services on similar terms and conditions with common governance, collaboration and innovation frameworks to drive benefits for the customer - with one of the challenges being how to create a framework in which the different suppliers could come together to provide an end to end solution. In undertaking this work, Juan sought to take the best from his own and his firm's experience, industry know-how (such as the NOA's Best Practice Guidelines), the

experience of his clients from their past deals and an understanding of their current needs and what more they were looking to realise from their strategic suppliers to create a legal structure geared towards providing the best solution and platform for the customer/supplier relationship - which included innovative, service integration (SIAM) models that contained bespoke provisions relating to service integration, management, collaboration, innovation, risk/reward and governance. In addition to creating the legal structure, Juan worked with both parties to seek to address early on many of the more typical blocks in adversarial negotiations to allow for more effective, quicker deals to be reached to bring forward customer and supplier ROI and optimise their relationship during the lifetime of the agreement.

Feedback

The Head of Vendor Management for one of the world's largest companies and project lead on one of these deals described the deal as transformational and Juan as a "superb resource" and an "exceptional guy to work with... does everything he can for us as a client" and that he leads a team that is 'stand out'. He added: 'I also feel he does everything he can for us as a client not only around his technical ability but the way he interacts across us, and in this case the Vendors we were dealing with, this contributed to the positive outcome we achieved.' In relation to the other deal which involved creating an ecosystem involving 5 international outsourcing vendors, the chief legal counsel gave a "10" for overall satisfaction, describing Juan as "a superb resource and his team [as] fantastic... this is a flagship, this is how a deal should be done."

Shortlisted entries

European Outsourcing Professional of the Year

**Paul McDonald,
Director of
Strategic
Accounts, Sykes
Global Services**



This year Paul McDonald will celebrate his silver anniversary having been with multilingual contact and fulfilment centre Sykes for 25-years. His main client is P&G (Procter & Gamble) and he is now the company's most skilled hands-on response and fulfilment manager, controlling a multi-million pound portfolio of client accounts which continues to grow.

With group HQ in Florida, the centrepiece of the EMEA operation is Edinburgh. Here also is the company's principal European multilingual contact centre operation with a headcount of 600.

Multinational Portfolio

The client focus of the Scotland-based organisation has tended to embrace some of the best known multinationals in the world. For example, Sykes can count the following as Edinburgh clients – Samsung, Sony, Panasonic, Motorola, Exxon, Citibank, Genworth and Cisco.

Fulfilment in the South

Meanwhile, some 30-miles to the south in Galashiels is the company's primary 150-strong fulfilment facility, also boasting a further contact centre, where multilingual fulfilment for a range of companies takes place on a Pan-European basis, led by P&G.

Paul McDonald is located here, where he is now acknowledged as perhaps the most experienced customer services fulfilment manager in the 40,000-strong \$1.2-billion group working out of 70 centres in upwards of 50-languages around the globe.

Primarily, he leads the P&G account, but his skills have also been identified by other

clients. As a result he has recently taken charge of the customer response and fulfilment functions of two more accounts in the past twelve months.

P&G – With up to 100 FTEs on the account engaged in multilingual customer response and fulfilment, throughput of Sykes's principal P&G account embraces 2,000-products with just short of 10,000 items handled daily, ordered by clients or replacement or repair, on Europe-wide basis from the company's Gala facilities. In addition, as a result of the excellence of past performance, Sykes now also manages product promotions for an expanding range of P&G products.

Kelloggs - Indeed, 2013 proved to be a year to be remembered with Paul's responsibilities further extended to embrace Kellogg's Pringles crisps multilingual business in 15 European countries, together with a multiplicity of savoury snacks as well as Kellogg's' many cereal-based products. This account followed Paul to Sykes Gala after a \$2.7-billion sale of Pringles by P&G, who had provided an important testimonial on Paul and his Galashiels-based team.

NewelRubbermaid - Such has been the pace of Paul McDonald's new client acquisition in the past twelve months that news of his skills have spread even further and when Sykes recently won the e-business of NewelRubbermaid's fast-growing international Rotring prestigious roller-ball pen account, it was placed with Sykes on condition that Paul would be responsible for the contact centre and fulfilment of the products.

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Shortlisted entries

European Outsourcing Professional of the Year

**Pedro Lozano,
EMEA Managing
Director, Sitel**



Pedro has spent 13 years at Sitel and 26 years working in the service industry. He is Spanish, living in Spain all of his life and speaks 3 other European languages. He admits that in the last 12 months he has spent 90% of his time abroad. Last year, Sitel, across Europe, achieved a number of contract renewals and new client wins. Pedro was instrumental in each. Over the past 4 years, EBITDA has grown by 100%.

Here Pedro describes his strategic vision; *“Across Europe change is constant and economic uncertainty is the only economic certainty. Flexibility is essential for today’s success. My vision is to help businesses seize opportunities and thrive in this environment. All eyes are focussed on Europe as the ongoing debt crisis continues to grip many markets within the Eurozone and this creates unprecedented uncertainty for businesses. Many European organisations have reached a point where scale, complexity of the operations and customer needs for different languages in different countries calls for a new organisational approach to be delivered and a new business strategy to be delivered. My key remit is to take service delivery development and management out of organisations and places this work using our expertise and skills in customer care outsourcing to ultimately improve service delivery performance.”*

Pedro has been involved in a number of projects involving moving a service to a near-shore or an off-shore location where there are many factors to consider such as local country culture, tax, legal and statutory requirements. Pedro’s knowledge and wealth of experience of different regulations

and requirements of each European country is vast. For example hard copy invoices must be retained in some countries such as Poland and Greece. In a number of cases there is also a requirement to notify or seek clearance from local tax authorities prior to migrating activities. There are also the considerations of knowledge and compliance transfer.

Pedro also has a wealth of experience from working across a number of market sectors, managing some of today’s largest and most complex outsourcing campaigns, some involving several countries and over 30 languages across Europe and Scandinavia.

With approximately 50 centres across Europe, Pedro ensures all of them are performing at the highest possible level. Pedro recently introduced an “optimisation” concept into Sitel’s operations which calculates not only exactly what the optimum performance should be but also how far the clients are from them. Detailed action plans are then established to bridge any gaps, with the impact measured regularly. This process has resulted in improved EBITDA, client retention and improved Net Promoter Score.



European Outsourcing Buyer of the Year

WINNER

European Outsourcing Buyer of the Year

Ziggo &
TechMahindra



Tech
Mahindra

Quotes

"Zumba is the best proof that a valuable alignment between the business departments and IT departments of Ziggo, along with a strong partnership with the trustworthy partner TechMahindra can create great success for partners."

Paul Hendriks, Chief Technical Officer at Ziggo

"TechMahindra enables Ziggo to speed up and deliver business transformation to the business through their extensive knowledge of the Telco industry."

Arnould Klerkx, Director Applications Development at Ziggo

Ziggo is a Dutch provider of entertainment, information and communication through television, internet and telephony services. The company serves around 2.8 million households, with 1.9 million internet subscribers, almost 2.3 million subscribers for digital television and 1.6 million telephony subscribers. Business-to-business subscribers use data communication, telephony, television internet and electronic payment services. The company owns a 98% fiber-optic next-generation network capable of providing the bandwidth required for all future services currently foreseen.

TechMahindra represents the connected world, offering innovative and customer-centric information technology services and solutions, enabling Enterprises, Associates and the Society to Rise™. TechMahindra a USD 2.9 billion company with 87,300+ professionals across 49 countries, helping over 605 global customers including Fortune 500 companies, TechMahindra's Consulting, Enterprise and Telecom solutions, platforms and reusable assets connect across a number of technologies to derive tangible business value.

Project objectives and business drivers

To speed up the realization of "ZUMBA", a next generation IT landscape designed on a best-of-breed selection of COTS applications, Ziggo has partnered with TechMahindra to deliver these capabilities. Due to very limited knowledge on "mobile" and the selected COTS applications, Ziggo is unable to realize the new landscape (in time and within budget), in-house. TechMahindra operates as System Integrator for the realization of ZUMBA delivering:

- new business processes tailored to the capabilities of the new landscape
- the new application landscape itself through multiple projects that
 - deliver business capabilities in themselves
 - migrate Ziggo's operation to the new situation

Approaches to best practice, governance and innovation

Ziggo and TechMahindra changed the delivery model to a Partnership that is structured on the basis of risk/reward mechanism, which emphasizes the achievement of all delivery milestones. TechMahindra set up two dedicated offshore Centre of Excellences (Bangalore & Mumbai) catering to Ziggo deliveries, ensuring skilled & trained resources are available. Best practices and reusable artifacts gained from engagements across the world were brought into the Ziggo deliveries.

Challenges

The major challenge in implementation of this program is realizing a completely new application landscape with new business processes and migrating operational business to that new situation while keeping the business running successfully. The 'partnership' approach, with shared objectives (Key Result Indicators) & shared responsibilities, and with a commitment at the CxO level with strong steering tactical level, has been the formidable answer to this challenge.

Results

During last 2 years, TechMahindra has already delivered over 50% of the roadmap at approximately half the cost compared to if Ziggo were to do it based on the previous delivery model. TechMahindra has been put in the driver's seat (as an SI) to ensure that TechMahindra can steer upon the entire roadmap, and in turn manage the transition of technology, processes & people from Legacy to the new Zumba world. In the SDLC parlance, TechMahindra is responsible right from the Global Design to the System Integration Testing phases.

This partnership provides a perfect example of 1st generation outsourcing, compelling more of the traditional businesses to co-build the future with Partners, which is a prerequisite to survive in the Telco/Media/Entertainment industry.

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- Networking with fellow professionals – online and off
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Please contact us at admin@noa.co.uk or call +44(0)207 292 8686.

