

sourcing|focus

Published by the Global Sourcing Association



Welcome to the new format monthly newsletter!



Welcome to the new format monthly newsletter, consolidating the key industry news and GSA activities of the month. It's been a busy and very positive start to the year.

We closed 2020 with our [industry predictions](#) event and opened 2021 with an event on [Brexit](#).

We have worked with the Global Technology & Business Services Council on a phenomenal [Impact Sourcing](#) event, in which we announced a revised definition and a clear commitment to drive the adoption of Impact Sourcing forward. To do so we need a starting point benchmark and so are running a [survey](#) to gauge current adoption levels to benchmark against.

Much work has been done on the [GSA Festival of Sourcing](#) and we have a fantastic line up of speakers covering topics from gig, open talent, future of CXM, supplier diversity, strategic automation and employee wellness, and many more.

Next up we are collating responses to the [Government's green paper](#) for public procurement and launching Supplier Diversity Council UK.

So much happening in our industry right now – please read on and get involved.

Best,

Kerry Hallard
CEO
Kerryh@gsa-uk.com





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Monthly RoundUp





Top Industry News and Articles Round-Up

[PUBLIC PROCUREMENT GREEN PAPER](#) - The Government has published its Green Paper for Public Procurement. If you would like to contribute a response via the GSA, please email admin@gsa-uk.com.

1. [TCS Overtakes Accenture to Become World's Largest IT Firm by Market Cap](#) – Competition increases in the technology industry as TCS takes first place
2. [Walmart is Opening Dozens of Local Fulfillment Centers Staffed by Robots](#) – As the pandemic pushes a surge in online shopping, Walmart is planning on opening warehouses staffed by robots!
3. [Microsoft Profits Surge to \\$15.5bn as Work From Home Boon](#) Continues – The ongoing pandemic has increased online sales for software.
4. [IBM and Telefónica Double Down on Tech Partnership in Enterprise Hybrid Cloud Push](#) – Multinational firms IBM and Telefónica have joined forces to accelerate the pace of hybrid cloud adoption for their clients
5. [BT Removes Mobile Data Charges for BBC Bitesize Educational Content](#) - As lockdown continues BT and the BBC have announced plans to remove mobile data charges for BBC Bitesize to enable remote learning.
6. [We'll Fix US Economy Before Signing Trade Deals, says Biden's Treasury pick Janet Yellen](#) - President Biden unlikely to race to sign UK Free Trade Agreement
7. [French IT firm Atos makes \\$10billion DXC bid approach](#) – a dramatic move and the start of a series of provider consolidations in 2021? Please read the news here on Reuters.
8. [Were there hold-ups in first week after BREXIT?](#) - the BBC analysis the effects of BREXIT on the flow of good and services coming into the UK after the BREXIT agreement came into force on the 1st of January.

CEO's Comments on 2020 and 2021

I don't think the well-worn phrases about 2020 and the challenges it brought need repeating here, but if I can take a moment to look back, one of the standout

achievements here at the GSA was the output of the work we did to ensure the industry's superb response to COVID-19 was fully recognised and applauded.

- We were the idea and the driving force behind creating a Global Council to promote the vision for the future of the industry
- In an unprecedented move, in July we launched the Global Technology & Business Services Council alongside 11 other industry associations from around the world
- We collectively published a global response document sharing experiences from across the world
- We worked with the Global Council and Everest Group to publish fresh research on the state of the industry – which demonstrated growth in 2020 and predicted greater growth in the years ahead
- We held a Global Summit and launched a series of events to showcase the vital work of the industry globally
- In the UK, we published research detailing the response of the industry
- We maintained our prestigious awards program, taking events online and creating new award categories to showcase positive COVID responses
- We launched a revised manifesto: Rethinking Sourcing: Restarting UK to underpin our work
- We ran dozens of online events, seminars and workshops sharing best practice and thought leadership
- We made the Global Strategic Sourcing Standard freely available to everyone to support working to best practice during the crisis

But we have so much more work to do – that was the very clear take out from the [GSA Predictions webinar](#) held on Thursday 17 December – where the consensus across both the 6 GSA Council members who joined a panel to share their thoughts, and those who participated in the discussion, was that now was our opportunity as an industry to truly shine. Changes that had previously taken years to progress suddenly sprinted over the line as we all responded to the challenges posed by the pandemic, but there were stark warnings that we need to continue with the transformations at this accelerated speed. The industry had passed the litmus test, but needs now to prove the real value it is capable of delivering. The “new normal” should not be maintaining our current state, but rather should be the continuation of our newfound ability to adapt and adopt, to respond to unpredictable events, manage fluctuating demand, maintain and reinforce our collaborations and manage our partnerships with integrity and flexibility.

Based on the themes of December's webinar, as well as feedback and input from across our member ecosystem, the GSA has compiled its top [predictions for 2021](#), and The GSA will support and promote the technology and business services industry, as well as the strategic sourcing profession, to drive and adopt these predicted changes. Our schedule of work for 2021 includes:

- The world's first Festival of Sourcing – a six week long submersion into all the hot topics of our industry, delivered through webinars, podcasts, meetings, roundtables, etc
- Research and publication of a white paper detailing the make-up of the strategic sourcing function, how to transition from a siloed approach and

research that evidences that the best performing companies have a strategic sourcing function

- A body of work that provides recommendations and best practice of how to make automation strategic to deliver ultimate value to clients/ the business
- An update to our strategic sourcing qualifications to include virtual delivery, and a new qualification focused on collaboration.
- A series of briefings and guides on the future of CX and best practice case studies
- Launch of our Entrepreneurs Club and industry code of conduct for working with SMEs
- A working group looking at and reporting on the potential of gig and how to resource for it, contract for it and manage and mitigate security and service quality risks
- Continued leadership of the work of the Global Technology & Business Services Council – promoting key global themes, such as impact sourcing, micro sourcing and supplier diversity
- A think tank researching new commercial frameworks and publishing tools and templates to deploy
- Continuation of our Sourcing Tech series-which looks at all the new technologies, how to assess, adopt and deliver value from them, as well as how to contract for them and bring them into sourcing arrangements at any point of the contract
- We will promote UK successes both nationally and globally and work with the Government to ensure it does so too

Industry's Phenomenal response to COVID continues

The technology and business services industry's response to the pandemic was phenomenal – and continues to be so, as we see techceleration and transformation abound. As part of its role on the Global Council, we put together this short video applauding the industry's response.

You can read it [here](#) or [watch](#) the 6 minute video. And in case you missed it, here's the Global Response document. We encourage all our community to reference these documents and any excerpts in any of their marketing.

We should all feel very proud and sing it from the roof tops.



This Month's Surveys!

- Impact Sourcing Survey with the [GT&BSC](#)

We pledge to drive Impact Sourcing forward and will share the best practice and key contacts to help organisations adopt the practice, but to enable us to do so, we need to understand the current adoption rates, companies' plans and potential blockers. Please share your organisation's status with Impact Sourcing by completing this brief survey – it will take 3 minutes to fill in. Complete the survey [here](#).

- Supply Chain Survey with [Peru Consulting](#)

36% of our membership base are implementing new supply chain risk initiatives in response to CV-19, as the fragility of supply chains has been cast into sharp focus. Those enterprises which have a robust approach to supply chain risk assessment are likely to be well placed to develop effective mitigation strategies.

But is your sourcing function set up to cope with the current headwinds and does your senior executive team see this as a priority?

The GSA is keen to understand members' views on this very topical subject and together with one of our member organisations, Peru Consulting (www.peruconsulting.co.uk), we have put together this survey to gather members' perspectives and inform best practice.

This short question set will take approximately 3 minutes to complete and is anonymous. Please do share your opinions. Complete the survey [here](#).

We will be releasing the key findings of these survey soon!

Previous Events RoundUp

BREXIT Webinar:

Key Speakers:

- Paul Gardner, Chairman at Peru Consulting
- James Cockroft, Director at Coeus Consulting
- Shivendra Singh, Vice President, Global Trade Development at NASSCOM

Supply chains have been hugely impacted, as clearly witnessed in Northern Ireland, as the UK has increased the bureaucracy and paperwork. The general consensus was that the UK had made itself less attractive to do business with. Although goods and manufacturing were clearly impacted, there have yet to be changes announced for what BREXIT would mean for services. NASSCOM described negotiations with the UK Government to be open and were positive about future trade prospects. The

main wish from the future of BREXIT negotiations, is that the UK Government ensures ongoing access to global talent, whilst maintaining the same standards for workers' rights.

Watch the full webinar [here](#)

The GT&BSC Impact Sourcing Global Series:

Key Speakers:

- Zondwa Mandela, Chair of the Mandela Legacy Foundation
- Chitra Rajeshwari, Executive Director, Avasant
- Subhojit Roye, Vice President & Head of Alliance, Business Process Services, TechMahindra
- Yaron Schwartz, Senior Manager of Private Sector Partnerships, Tent Partnership for Refugees
- Jon Browning, Chief Executive Officer, Global Mentorship Initiative

According to Martin Roe, CEO of CCI, you can run an Impact Sourcing pilot with 6 workers and you will know it works within one month. Why wouldn't you launch a pilot? Impact Sourcing is not just a good thing to do, it is the right thing to do and it actually delivers real benefits to businesses whilst transforming the lives of individuals and their families.

Please click through to read our [definition and purpose](#). We would love to hear your thoughts and if you want to get involved please join our Impact Sourcing LinkedIn group [here](#).

We pledge to drive Impact Sourcing forward and will share the best practice and key contacts to help organisations adopt the practice, but to enable us to do so, we need to understand the current adoption rates, companies' plans and potential blockers. Please share your organisation's status with Impact Sourcing by completing this brief [survey](#) – it will take 3 minutes to fill in.

To watch the webinars, please subscribe to the GT&BSC website or log in [here](#)



Our Next Event...



9th February – 26th March – The Festival of Sourcing

We're less than 2 weeks away until we kick off the world's first Festival of Sourcing. If you haven't heard about it already – where have you been?! The GSA is holding a total of 40 events across 10 stages over a six-week period, based on workstreams included in the 2020 GSA Manifesto. Rumour has it, it's the Glastonbury of the Sourcing Industry! The stages include CX, Diversity and Inclusion, Contracting, Talent & Gig, Automation, Service Provider 2.0, SourcingTech and The Entrepreneurs Club. There's something for everyone in all areas of your business, so spread the word and get involved! Week 1 is focused on all things Diversity, Inclusion and Wellness:

[Mental Health in the Workplace](#) – 9th February – 11:30AM

Founder and Director of WeTalkToo, Jill Mead explains why Mental Health should be a consideration across all sectors and become a priority in business agendas. There's so much more to be done when it comes to building psychologically safe cultures where people can remain in work and thrive despite experiencing mental ill health. Find out why its important to consider mental health of your employees and how to implement mental health initiatives into your business.

[Supplier Diversity](#) – 10th February – 10:00AM – Speakers include Farida Gibbs, the CEO of Gibbs Hybrid, Sunita Hirani Senior Contracts Manager at the BBC, Sara Ahmad Associate Director and Lead, Strategic Sourcing & Procurement UK&I at BMS

Wellness & [Employee Engagement](#) – 11th February – 10:00AM

The Covid pandemic has been a huge challenge for businesses across all sectors and industry, especially when it comes to engaging employees in a work from home environment. The GSA 2020 Wellness Survey showed that just short of 3/4 of people feel more inclined to work more hours and to work through illness whilst working from home and 1/3 of people are working an additional 2+ hours than they would in the office. How do we overcome these issues and engage employees from afar? We'll be hearing from the inspirational Lisa Dolan, Director of Employee Engagement at Teleperformance as she tells the story of the Teleperformance employee experience and how the company worked to receiving the prestigious Great Place to Work® (GPTW®) Award last year. Lisa will be joined by employees

from Teleperformance as they tell their story on mental health, engagement and being your authentic self.

[Women in Sourcing](#) – 11th February – 12:00PM

The GSA has pulled together a powerhouse panel of phenomenal female leaders of the industry to speak about the challenges they have faced throughout their careers and when climbing the career ladder. They'll speak on how these challenges have driven them to create change and make gender imbalance a thing of the past. Set to be a truly inspirational session, you'll hear about the challenges women still face today and the programmes that are in place, or required to be, to minimise such challenges in the future.

For more information about the Festival of Sourcing, please click [here](#)

You can still partner with the GSA and have your brand showcased across the Festival. If you wish to showcase your thought leadership and align your brand to the leading topics impacting our industry, please email admin@gsa-uk.com to receive a sponsorship pack.



Upcoming Events...

9th February-26th March - **The GSA Festival of Sourcing**. For more information, please click [here](#)

24th February - The GT&BSC Global Series on Open Talent. Register [here](#)

25th March - **UK Corporate Awards Ceremony**.



Call for Council

The GSA is the UK's ONLY industry association and professional body for strategic sourcing representing buyers, providers and the ecosystem of companies and individuals. We are the UK's leading membership community for technology and business services and the ONLY independent voice on the challenges and opportunities facing buyers and providers of technology and business services.

The work we undertake is for the industry, but to deliver our hugely ambitious programme we need the direct involvement of the passionate and brilliant people of our industry. This industry is all about collaboration – now so more than ever.

In the next couple of weeks we will be opening our Council member elections. If you feel you can help drive and sustain change in this industry, if you feel your voice can add to the discussion, are passionate about one or several of the topics on our 2021 agenda, and wish to get involved, then we'd love to hear from you! Please contact me directly on kerryh@gsa-uk.com. If you want to chat to learn more, do let me know and I will get a call arranged.

Click [here](#) to view our council



Guest Blog

2011 – 2021 A Decade in Sourcing

By William Carson, Director of Marketing Engagement at Ascensos



Ten years ago, my professional freelance life in CX BPO felt very much the same as it does today – post pandemic discussions on the effective role of customer contact outsourcing, and debates on the use of technology to allow customers to self-serve.

The outputs in 2011 following the industry's response to the H1N1 pandemic resulted in several contact centre providers retaining significant public sector contracts and the setup of the Department of Health's Managed Contact Centre Services framework. The MCCS was established to enable the DoH to bring on-stream simultaneously and at short notice a significant number of contact centre service providers in the event of any subsequent pandemic event. Who knew?!

Meanwhile RPA was making waves and catching the attention of customer service directors keen to exploit its value in creating more effortless customer management while reducing operational cost. Utilities and telecom were first in line and became avid users while whispers spread throughout the rest of the industry trying to fathom what the acronym stood for and what in actuality it meant for the future of voice.

Back then I was almost eight years into a successful career as a freelancer focused predominantly in outsourced customer contact. Clearly not GigCX but certainly an experience that has since informed a positive perspective on the Gig economy and the opportunities it presents.

I mention all of this as it seems as good an anchor as any for a short reflection on several things that have changed over the years in between and some that have not.

For a start, CX wasn't a term anyone in our industry would recognize or give credence to back then – yet today CX is ubiquitous in every customer facing sector, public or private, and in the main, is well understood as an imperative in business strategy and planning.

Over the period the pushing at the door by tech providers has been a constant in the customer management sector. Presentations on platforms to support customer engagement on social media and web chat were perennial early in the past decade, and today both social and chat have become channels central to the servicing and understanding of customer requirements and intent.

Self-serve solutions evolved but were driven more by the increasing sophistication and ubiquity of the smart mobile device than customer service driven design. While the use of true AI continues to attract and confuse in equal measures, the once as equally contested claim of the advantages of 'work-at-home' customer service solutions has quite simply become the only show in town. With the journey from onsite to work-at-home a much greater cultural and operational shift than work-at-home to gig, it shouldn't surprise anyone that this decade of 'hype cycle delivered' will in turn join

GigCX as a stable platform to the overall customer management model.

Things that have changed more slowly include procurement. While certainly not denying the professionalism and quality of the processes and resources involved, the heart of the competitive procurement exercise has changed little. I can put my hand on RFP responses that are older than my children from former client BPOs that would need little adjustment to respond to a tender today. Brokers are playing an increasingly valuable role in introducing and hand-holding buyers and providers through the process, but like the term 'outsourcing' itself, the fact remains that service providers feel buyers continue to approach procurement as an exercise in collective indecision making.

And that brings me to my final reflection - my interaction and engagement with the GSA, formerly NOA. It began in 2011 with the NOA/Middlesex University Post-Grad Diploma in Global Strategic Outsourcing. This provided an opportunity to study the practice and discipline of the profession in detail, vertically and horizontally, and across a range of sectors, leading in turn to a Masters in 2017 with Portsmouth University. Just as important have been the many conferences and special interest groups that the GSA has organised in that time which provided a platform for significant insights, discussion and debate across a broad sweep of the key components of exemplar partnerships, contractual models and solution developments as outlined above.

With 2020 behind us, and looking back on a period a decade ago which had a similar requirement for service providers to step up and support the economy and entire sectors, the wider sourcing industry has to take hold of the opportunity presented today to recalibrate the understanding in the UK of the role, function and economic benefits of strategic sourcing. Today as a GSA Council Member I can attest to the ambition of the GSA to help drive that engagement supporting buyers and vendors alike, and to be that representative voice lobbying for the rights and wellbeing of

employees, the continuing development of sourcing models and supporting contractual and legal standards and constructs. I wholeheartedly invite service providers, brands and partners engaged in the industry today to get involved, participate and contribute.

When I write the blog focused on 2021 - 2031, we will have travelled almost one third of the way through the 21st century. It will in my opinion be a real loss to its employees, the public it serves and the companies that drive it if in that time, strategic sourcing remains unloved, undervalued and misunderstood.

Connect with William [here](#) to join in the discussion!



Read our other guest blogs from this month:

- Joel Walker wrote this article in 2016 predicting the shift we are currently experiencing to more agents working from home – [Who Wouldn't Rather Be at Home?](#)
- Eleanor Thompson built this article on research in the Foresight Mental Capital and Wellbeing Project (2008), it is reported that a combination of these five things enhances individual wellbeing – [Five Ways to Wellbeing](#)



Join the GSA Community!

If you want to receive more from the GSA and to have access to the GSA's Best Practice guides, market research reports, call for speakers, among other benefits then become a member now!

Join us to transform your strategic sourcing opportunities by making today's changes work for you - whatever challenges lie ahead.

Become a member [here](#).