

# sourcing|focus

Published by the Global Sourcing Association

## Welcome!



Happy International Women's Week!

I'd like to take the opportunity of this welcome section to focus on women and to celebrate the positive steps that we have taken towards equality. We do however also have to also acknowledge that there's still a lot more to do!

Unfortunately, with the pandemic we have moved backwards in equality as women are taking the brunt of juggling home-schooling, domestic life and corporate life. Many women are facing the decision whether they need to resign. This is shocking.

As an industry association we want to continue to push gender equality and have created two new initiatives to help:

1. To publish a Gender Pay Gap Report for companies in our industry. Due the pandemic the government issued an exception on firms reporting gender pay level information this year. Shockingly, 50% of companies chose not to report! What are they hiding? The GSA will publish the results of those organisations that did report and in doing so highlight those that chose not to.
2. There's so much being done for women during the childbirth stage, but very little to support women juggling the challenges of the menopause whilst at work. We aim to assist our industry address the taboo subject of menopause, creating a community of women to support each other and to encourage corporations to do and share more! Aviva as an example has announced company-wide access to an amazing app to support their employees going through menopause! Bravo Aviva!

These issues were highlighted in our [Women in Sourcing](#) event on the 11th of February.

We will of course continue our Women in Sourcing and mentoring programmes.

It's time to close the gender gap! Watch this space for more from the GSA.

Best Regards,



Kerry Hallard  
CEO  
Kerryh@gsa-uk.com





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By Simon Lightman

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## Fortnightly RoundUp



### Top Industry News

- 1) [Australia's Job Market to Shrink 11% with Automation](#) - As AI prevails, jobs in finance, accounting and procurement are disappearing.
- 2) [Wipro Makes its Biggest Acquisition Ever with \\$1.45bn Takeover](#) - Wipro are set to acquire Capco to increase their global presence and strengthen their financial services digital transformation.

- 3) [How the Pandemic has Affected Women in the Tech Sector](#) - Latest research suggests that gender equality is improving in the tech industry as women employment levels have risen!
- 4) [Google Teams up with Allianz, Munich Re to Insure Its Cloud Users](#) - Google become the first major providers to offer insurance to its cloud clients
- 5) [EU Prepared to Charge Apple in Anti-Trust Dispute with Spotify](#) - Big Tech firms are coming into increased scrutiny with the EU as they are finally set to enforce regulation in the market.



## UK Awards

We are delighted to release the shortlisted nominees for our UK Awards 2021. Winners will be announced at our super fun, virtual ceremony on March 25th.

Each and every submission demonstrated exceptional commitment to best practice in the industry!

Are you ready for the Awards Ceremony on the 25th of March?

Guests are invited to join us for some pre-event networking, where we'll have some virtual 'bars' set up for you to mingle with your team, compare your festival attire or catch up with others in the industry. You're always welcome to BYOB, but we have also set up a few exciting packages to include drinks to see you through the evening – capture the true essence of a festival without needing to leave your house!

The headline stage will commence with a brief welcome from the GSA, then we'll be handing over to our host who will be taking us through the awards and announcing the winners of each category. It wouldn't be a festival without music, so we have enlisted the UK's best human jukebox to play music throughout the evening and we'll finish the night taking your song requests to the piano (dancing is encouraged!).

So, what are you waiting for?! Dust off your festival clothes, grab a bottle and enjoy the evening!



## SourcingTV Interview with M+Group

Kerry Hallard, the CEO of the GSA interviews Tomislav Glavas, the CEO of M+ Group.

M+ Group is an inspirational dynamic challenger to the service provider industry and the largest independent contact center and business process technology outsourcing (BPTO) company in Southeast Europe.

They have experienced phenomenal growth over the last 5 years, starting up with around 100 employees to now with over 8,000!

This success story has been achieved by their organic M&A approach and growth in their current portfolio's.

Listen to M+ Group's story of growth and aim for the future [here](#).

## Green Paper on Public Procurement – Response from the Global Sourcing Association

The GSA reviewed the 82 pages of the green paper and following consultation with our members – both providers to the public sector and also buyers within the public sector – we issued our response to the paper to Government in advance of its deadline of 10 March. Our key observations regarding the proposals were:

GSA's overall view is a fairly positive reaction, though this review is seen as being significantly overdue

The paper signifies change, but does not go far enough and is seen as being incredibly thin at present. The devil will be in the detail that is yet to be shared.

Industry consultation on drafting this paper was not deemed wide enough – our members were not contacted directly for input, which is both surprising and disappointing

It seems that the desire to reinvent wheels continues here – there's best practice out there that they can apply

The proposals to simplify and streamline procurement is all very positive, but it does not take it beyond the contract award to guide people as to how to manage the ongoing arrangement.

Increased flexibility proposed in the procedures is definitely a positive thing, but with that comes responsibility to educate and provide best practice and guidance. There is a major concern about having the skills to follow this.

The culture is currently very much master/slave and it is questioned whether the culture can really change to focus on partnering and working to win:win with mutually aligned objectives.

There's mention of driving innovation within the Paper, but then there's all sort of barriers put in that is making the risk of innovation too risky.

The proposal "naughty list" which could lead to supplier debarment looks to be very one-sided against provider – buyers have performance responsibilities too

The proposed move from MEAT to MAT sounds good but we question whether the culture of public sector procurement professionals so used to buying "cheap" will embrace this. The evaluation criteria and tying this to the social value framework still needs detail

There should be more included on driving supplier diversity and making it easier for all diverse suppliers, including SMEs to engage with Government

One single platform for suppliers would be welcomed.

## **Best Practice for EXIT**

Following the pandemic, we're envisaging an increased level of clients looking to renegotiate or exit contracts that were extended throughout the pandemic. We are also envisaging a plethora of new contracts being awarded as industry transformation and tech-celeration continues.

A workable exit strategy is an essential feature of any contract - without it companies risk becoming locked-in to their supplier/s and/or risk disrupting service delivery. Not planning for an Exit can have disastrous implications, as such we are really proud to be relaunching our revised Best Practice Guide for Exit, as unbelievably, too many sourcing arrangements are still being entered into without an Exit clearly defined.

If you are interested in watching the webinar all about our EXIT Guide, please click [here](#).

To view our published Best Practice for EXIT Guide, please click [here](#).

## Previous Events

### Contracting Stage - Contracting Principles

Standard contracts are a thing of the past. Contracting models are overdue a refresh.

A contract should mean win/win for all parties. Are we doing contracts 'right'?

This session covered the following topics:

- - Introduction and background to GSA's Sourcing Standard
  - How can we better reflect the Principles and Code of Conduct in our sourcing contracts?
  - Changing our approach to contracting, how can we better design contracts?
  - Contracting for innovation
  - Contracting for agile and agile contracting

Speakers:

- Christopher Bates, Partner at Ashurst LLP
- Simon Lightman, Partner at Eversheds Sutherland
- Ian Puddy, Partner at Independent Advisor Network
- Joel Walker, Global Head of Corporate Services Procurement at Vodafone
- Arnab Dutt OBE, Chair, Social Value Policy Unit at Federation of Small Businesses

Watch the webinar [here](#)

### SourcingTech Stage - Driving Innovation through Tech

According to McKinsey & Company, 84% of executives believe innovation is critical to their business. Innovation is critical to growth, particularly as the speed of business cycles continues to increase. Most companies understand the importance of innovation but fall short when it comes to execution, with only 6% of executives being satisfied with the outcomes of their innovation strategies. Innovation requires the right strategy, investment, leadership, and stomach for risk. Innovation is critical, don't get left behind by your competitors.

Our speakers shared their journeys including their best and worst tech inventions, successes and challenges faced in using tech to drive innovation within business and where they think innovation is heading for the future.

Speakers:

- Jeffery Tramel, CPO at NTT Data Services
- Maggie Buggie, Chief Business Officer, SAP Services
- Mike Kail, Executive Technologist with Palo Alto Strategy group and CTO of Everest
- Lauren Tennant, Founder of Horizon Seven

Watch the webinar [here](#)

### **CX Stage - Great Gig CX**

Gig is the biggest game changer for the future of the customer service industry but what does this really mean to the future of customer service delivery and what delivery model will preside into the future? If you're in CX delivery , you need to be looking at your Open Talent Strategy.

This session took a look at the benefits opportunities and challenges of the existing and evolving delivery models from leading evangelists of the platforms to help you decide which approach is right for you and your business. From the future of bricks and mortar models, fans of brands, use of gig workers to improve customer service and are gigCX platforms powered by AI the future?

Key topics included:

- Debunking misconceptions around the challenges of gig
- The art of the possible
- Boundless CX delivery
- The future of sustainable working from home
- How do you embark on the journey of gig and open talent
- How do you do gig right?
- Wellness, motivation and diversity in a gig workforce
- Upskilling talent on a platform

Speakers:

- Roger Beadle, CEO and Founder at Limitless
- Marcel Stroop, Business Development Director, 5CA
- Paula Kennedy, Vice President, Concentrix

Watch the webinar [here](#)



## Upcoming Events...

### **Contracting Stage - Hot Topics – IR35 & ESG – 16th March, 09:30AM**

Our speakers will cover current hot topics in contracting, to include how IR35 and the Uber Ruling will affect the gig economy and contracting for Environmental Social and Governance (ESG).

The gig economy offers a market of self-employed talent that can solve problems neatly in the near term and is crucial in terms of enabling businesses to access quality talent in niche areas of specialisation during periods of high demand. IR35 could change the nature of freelance work and have repercussions for self-employed workers including the possibility of tax liability and the burden of auditing your non-permanent workforce. We'll be looking at the recent Uber ruling and how it will affect freelancer workers and the gig economy.

Pressure for companies to adopt transparent and sustainable supply chain practices is mounting, as demands from consumers, investors, lenders and regulators for better corporate ESG performance continue to grow. Sustainable supply chains also make business sense. A study by the World Economic Forum identified revenue increases of 5-20%, cost reductions of 9-16% and 15-30% boosts in brand value among companies engaging in sustainable supply chain initiatives.

This session will demystify the ESG agenda and provide insight into why the field of sustainability is growing so rapidly and what this means for sourcing practices across the globe.

Speakers include:

- Rebecca Perlman, Corporate Lawyer at Eversheds Sutherland
- Mark Hammerton, Partner at Eversheds Sutherland
- Sophie White, Partner at Eversheds Sutherland

Register [here](#).

### **Festival of Sourcing CX Stage - CX Tech – 17<sup>th</sup> March, 09:30**

According to Gartner, by 2024, contact centre as a service (CCaaS) solutions will represent 70% of all new contact centre deployments, up from 20% in 2019. Amazon Web Services has taken leading market share in the provision of cloud. Will AWS do the same in customer service technology with AWS Connect or could it be Microsoft with Teams Contact Centre? The future of customer service delivery is changing on a pin thanks to the advent of mainstream collaboration platforms which we all use intuitively in our working days. The rapid adoption of subscription platforms have moved the sourcing of customer service from being a technology-based decision to a business decision. This is changing the battleground of differentiation for service providers, as flexibility becomes much more critical. Does this open up the



landscape for smaller providers to compete? Will organisations take customer service back in-house?

We'll be taking a look at the use of Teams Contact Centre and AWS Connect; our speakers will engage in a frank conversation on how these may shape the future of customer service delivery.

Register [here](#).

Speakers include:

- Tony Chambers, Head of Digital at TTEC
- Alistair Niederer, Head of EMEA at TTEC

### **Service Provider Stage - Service Provider 3.0 – 18<sup>th</sup> March, 09:30AM**

Service Provider 3.0 is upon us. After 25 years, global delivery models are overdue a refresh. We are all aware of the need to move towards Service Provider 2.0, which was being driven by automation and transformation. We have now leapfrogged straight to Service Provider 3.0. The 3.0 model is not just for service providers that have an automate first strategy, but service providers actively using global open talent for delivery.

Join the session as we discuss the challenges the service providers have ahead of them and how to stay ahead of competitors in the industry.

Register [here](#)



## Guest Blog

# The Future of Contracting Principles

By Simon Lightman, Partner at Eversheds Sutherland.

We are delighted to welcome Simon onboard as a new council member at the GSA to be Chair of our contracting workstream.



On Tuesday 9<sup>th</sup> March I had the pleasure of taking part in a roundtable discussion on the future of contracting as part of the GSA's Festival of Sourcing ([watch the webinar here](#)).

The session was moderated by Chris Bates, Partner at Ashurst LLP, with the following panellists and I was joined on the panel but Arnab Dutt OBE (Chair, Social Value Policy Unit at Federation of Small Businesses), Joel Walker (Global Head of Corporate Services Procurement at Vodafone) and Ian Puddy (Partner at Independent Advisor Network).

There was a general consensus amongst the panellists that in many ways the current pandemic may act an inflection point for contracting in the sourcing industry with plenty of opportunities to consolidate best practice over the past 12 months into systemic change.

We touched on the relationship between larger corporates and SMEs, how best to reflect good governance and best practice (such as the GSA's very own [Global Sourcing Standard](#)) into contracts and how the contracting process itself might evolve for the better.

Key themes included:

- **Collaboration and relationship building:** Collaboration has been a key theme throughout the pandemic. Customers and suppliers alike have prioritised cooperation and business continuity over enforcing contractual remedies. In turn, this seems to have resulted in a less adversarial culture than the panellists had experienced pre-Covid.
- **Focus on SMEs:** The pandemic has brought in sharp relief the integral role of SMEs in crisis response and reengineering the economy, whether through increased reliance on local shops or small businesses engaged in PPE production. However, there was an acknowledgement that current sourcing practices, including drawn-out procurement processes that are expensive to participate in, coupled with a high degree of risk transfer sought by larger corporates can act as a significant barrier to SME participation and innovation.
- **Standardising approaches to contracting:** The panel considered whether strategic sourcing might take inspiration from the construction industry in developing common terms which are then tweaked to reflect the unique nature of the particular sourcing relationships. While some attendees noted the prevalence of disputes within that sector, there was consensus that a common standard could have the potential to build back trust into the contracting process and reduce the adversarial nature of negotiations.
- **'Appropriate', rather than 'gold plated' terms:** The 'best' contract is one that's appropriate to the deal. All too often, disproportionate energy is spent negotiating 'back end' terms and conditions, rather than properly defining the parties' respective obligations.

- **Don't leave the Ts&Cs to post down-select:** Sharing draft contracts in the early stages of vendor selection is a good way of driving the RFP process and ensuring that vendors are committed.
- **Design thinking and making contracts business friendly:** On contract execution, the role of the legal adviser typically ceases (unless of course a dispute arises) and contracts are handed over to project manager or operational managers to manage. Therefore, it is fundamental that the services, roles and obligations are clearly delineated in agreements in order that contracts are effectively used by the business and disputes are prevented. Design thinking concepts can be adopted to breathe new life into often unwieldy documents and turn them into workable, living documents (for example, through the use of diagrams and charts to describe process flows and responsibilities).

The session was intended, in part, to kick start the GSA's contracting workstream for the next 12 months and we will be diving deeper into all of these topics and more through a series of workshops and roundtable sessions. If you are interested in getting involved, please contact [admin@gsa-uk.com](mailto:admin@gsa-uk.com).

Connect with Simon [here](#)



## 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](#).

