



EUROPEAN LEADERSHIP SUMMIT AND AWARDS 2016

In association with

softserve

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Sofia, Bulgaria



COMMEMORATIVE
SUPPLEMENT

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Welcome

Hello and welcome to the commemorative supplement celebrating the European Leadership Summit and Awards 2016, which was held in Sofia, Bulgaria. This auspicious occasion provided the European industry and the wider global sourcing community with an outstanding opportunity to learn about both global and local sourcing industry trends, new operating models and the latest standards to help further develop best practice.

In what turned out to be an unexpected but very well received surprise to many delegates, we also announced the launch of our new brand and launched the Global Sourcing Standard to the world!

The Global Sourcing Standard is a unified view of global industry best practice that organisations in sourcing on both the buy side and provider side can be accredited to. (Find more details on page 5.)

Highlights of the summit included:

- A welcome address by Bulgarian President
- Training on Robotic Process Automation (RPA), the technology that is revolutionising the industry
- A 24-hour Hackathon
- European Women in Outsourcing initiative
- The release of the 2016-2017 A-List edition. The A List is an international list of outsourcing thought leaders nominated by those they've inspired from across the industry.
- Awards ceremony, to recognise and celebrate those judged to be best in class in sourcing services and technology, legal counsel and relationship management, automation and innovation.



The NOA to The GSA

After 29 years operating as The National Outsourcing Association (NOA), we are pleased to announce a new designation and a renewed, emboldened purpose. Effective immediately, The NOA will become the UK chapter of the **Global Sourcing Association** (GSA), the industry association and professional body for the global sourcing industry. The GSA is also the home of the **Global Sourcing Standard**, a unified view of global industry best practice that organ-isations in sourcing on both the buy side and provider side can be accredited to.

The rebrand has been driven by the ongoing globalisation of the sourcing industry and the increasing volume of requests for support from the sourcing world. Our overriding objective is the ongoing development and dissemination of the standard and sup-orting portfolio of qualifications in order to improve the benefits and positive reputation, and therefore size, of the global sourcing industry.

“The global sourcing industry is thriving as organisations leverage innovation to become more cus-tomer-centric,

dynamic and easier to do business with, but with so many operators in the globalised market, buyers operating across borders are becoming increasingly confused, if not bemused, at the varying levels of best practice across our industry. There has never been a greater need for a global standard that both buyers and providers can adopt in their approaches to sourcing in order to un-lock optimal value from their partnerships. The NOA has over the last 29 years consistently provided its membership base with an outstanding portfolio of best practice content and industry insight. Throughout this period of time we have worked assiduously to promote the positive reputation of outsourcing by driving awareness, educa-tion, standards and thought leadership, not just in the UK but around the world.

As such, we feel the time is right to take another bold step forward in our drive for a single global standard for sourcing practice.”

Kerry Hallard, President of the Global Sourcing Association and CEO of the GSA-UK



GSA launches The Global Sourcing Standard

The Global Sourcing Standard is a unified view of global industry best practice that organisations in sourcing on both the buy side and provider side can be accredited to.

The Standard has been 8 years in the making, and is a significant development towards our vision of a unified sourcing industry operating to a single global standard of practice. It started off as a Life Cycle model, evolving into a Corporate Accreditation programme for buy-side companies and now today is a Standard critiqued by over 200 organisations, to which both buyers and service providers across the world can be accredited. To ensure market intelligence and oversight of its ongoing development, the Standard will be supported by the creation of a globally supported Standards Advisory Group, comprising leaders of international sourcing associations, government trade bodies and major buyers, providers and sourcing advisory organisations in the sourcing world.

“Establishing a Standard that enables buyers and service providers to both review their own practice and explore their alignment with each other has been something many practitioners in the industry have been requesting from us for a number of years and we are pleased to be able to offer a programme that does just that.”

Kerry Hallard, President of the Global Sourcing Association and CEO of the GSA-UK

The Standard is both robust and wholly comprehensive, and is strengthened further by being underpinned by a specially developed Competencies and Capabilities Framework, Sourcing Industry Code of Conduct and a Framework for Transparency Principles. So far, the Global Sourcing Standard has received overwhelming international support, with numerous leaders of outsourcing associations signing up to support the ongoing development of the Programme.



These include Russia, India, China, Poland, Bulgaria, Norway, Sweden, Denmark, Finland, Spain, France, Germany, Belgium, South Africa and Egypt. Many more have lined up to have further discussions.

"In Bulgaria, the sourcing community is passionate about delivering service excellence for its clients and their customers so we strongly support the efforts of the GSA on raising professional standards across the industry. The introduction of a global standard of best practice across all stages of the sourcing life cycle can only bring benefit to both buyers and suppliers, as it will drive efficiencies and innovation as well as improve partnership relationships."

Bodijar Loukarsky, the Minister for Economy in Bulgaria

The accreditation process is a series of self-assessment surveys that cover the 4 phases of the Life Cycle. They allow companies to compare and contrast their own practice against the model and later obtain accreditation against one or more of the phases at one of 3 levels of attainment – Established, Merit, Leading.

The GSA Accreditation will assure stakeholders of best practice by

- Helping to standardise sourcing processes across multiple programmes and functions, and comparing and contrasting them based on a growing repository of best practices
- Ensuring the entire sourcing process is documented and ingrained in the organisational memory
- Identifying the health of the relationship with sourcing partners, and helping with realignment of expectations of the relationship.
- Ensuring attainment of consistency across global delivery

The process is supported by a web-based software application. This enables an organisation to carry out surveys of its sourcing practices across its entire organisation, or indeed discrete parts of its organisation, and gain a holistic view of how it manages these activities.

"Organisations obtaining an accreditation from the GSA will be making a clear statement of their commitment to sourcing best practice, which will no doubt enhance their public and industry profile and reputation. Adopting the process will deliver greater levels of confidence to stakeholders, regulators and end users of their services that the organisation is managing its service provider activities and risks effectively."

Chris Halward, Director for Global Standards, GSA

Standard Advisory Group

The purpose of the SAG is to ensure market intelligence and quality oversight of the **Global Sourcing Standard**, a unified view of global industry best practice that organisations in sourcing on both the buy side and provider side can be accredited to.

Ongoing, the SAG will review the GSA standards and qualifications and provide advice and feedback on the quality of their content, design and practicality. The Group will meet regularly to review and advise on strategy and performance relating to GSA standards and qualifications as well as consider new proposals.

They will also serve as a point of escalation for standards and qualifications users.

The SAG comprises leaders of international outsourcing associations from India, Russia, Poland, Germany, South Africa and China, as well as France, Spain, Belgium, Bulgaria, Egypt and the Nordics. In addition, several major buyers and providers of sourcing services plus advisory and research firms also sit on the committee.

The full list of Members of the Standard Advisory Group are below:

Industry Associations



Shivendra Singh
Vice President & Head – Global Trade Development
NASSCOM

Heading the Global Trade Development Department at NASSCOM and responsible for global positioning of NASSCOM and industry and work towards increasing the Indian Industry export revenue, currently valued at nearly USD 100 bn. Primary role is to Develop, Direct, Strategize and implement all NASSCOM international

efforts regarding Policy advocacy and Government relations, Market development, Communication and Outreach activities. The Policy advocacy and Government affairs part includes Research to evaluation – emerging legislative and regulatory issues that may impact the industry and making appropriate recommendations/action plan to address industry issues in key focus markets by working closely with various stakeholders.



Stefan Bumov
Chairman
Bulgarian Outsourcing Association

Stefan Bumov is Chairman of the Bulgarian Outsourcing Association - a branch organisation which aims to consolidate the interests of companies that offer outsourcing services, boost the competitiveness of the environment and create additional conditions to bolster foreign investments in the sector.

Stefan Bumov is Co-Founder and Chief Operations Officer at HeleCloud, consulting company which enables enterprise Cloud benefits on the AWS platform. Prior to the founding of HeleCloud he was General Manager of Sofica Group, now TeleTech, CEE

Vice President Operations for TeleTech Holdings Inc., and Member of the Board of Directors.

“I’m excited to join the Standard Advisory Group as introducing the Global Sourcing Standard is of great importance for mitigating the risks and maximizing the benefits from sourcing and shared services models through plain frameworks and requirements. In the era of globalization introducing such standardization is having a critical role in improving and facilitating partnerships between clients and service providers based in different locations all over the world. I’d like to also encourage the Bulgarian companies to continue applying the industry best practices, thus improving their competitiveness on the global market.”



Alexander Reay
President
ITOSDA

Alexander has been leading outsourcing projects since the late 90's whilst spear heading a digital transformation of The EU Business Incentive Reports published by the information house Inward Investment Europe, making it one of the early pioneers in digital publishing.

Throughout his career, Alexander has worked within the supply of IT and innovation services at IBM, spent over 10 years as a buyer of IT services leading digital transformation and new technology enabled business models whilst also spending many years conducting academic research, giving him a wide perspective and outlook on the sourcing industry in general.

Alexander is currently the Chief Digital and Innovation Officer of Artificial Intelligence company Sodash, whilst volunteering as President of the Nordic IT Sourcing Association and holding a position as an affiliate board member at Loughborough University - Center for Global Sourcing and Services, assisting its research efforts into "outsourcing for innovation" and "new sourcing models".

Passionate about sourcing, technology and innovation, Alexander is a modern digital evangelist, tech influencer and avid blogger, with more than 30,000 followers across linkedin and twitter. He tweets under @disruptologist, and can be found speaking at many leading events and forums on digital disruption, sourcing and trends.

"Sourcing is a mature industry already, so an industry Standard we can all recognize and adopt in our approach as a Global community, to share in good practices in terms of sourcing, ethics and leadership, (to bring some law and order to the jungle we call outsourcing) is a long time coming, and we're happy its arrived.

With this standard we can ensure that the mistakes we have all made in the past, when we failed to maintain the highest level of best practice, can never happen again. Furthermore, as value, trust and transparency become the number one commodity when sourcing, implementing Global Standards will give us a consistent framework for making better decisions, mitigate risks and ultimately build longer lasting business relationships within the Global Sourcing Industry at scale".



Sergei Makedonski
President
ASTRA

ICT&New Media analyst and market research professional, entrepreneur and consultant, starting from the Y1991 to develop ex-USSR ICT and New media markets and bringing to the leading international analysts & consultancies - Gartner Group (1999-2005) and Forrester Research (2007-current)

"ASTRA Partners supports GSA efforts to create and launch the Global Sourcing Standards. This initiative will help ITO and BPO clients and service providers to collaborate in the way that is more efficient. I'm personally proud to be a part of the Standard Advisory Group – great team of international experts in services and sourcing - to improve and promote the standards nationally and globally".



Marcos Navarro
President
EOA Spain

Marcos Navarro is the president of Global Sourcing Association in Spain from 2014. From 2010 he was member of the European Outsourcing Association board.

Expert in Robotics and IT Sourcing Advisor, supporting clients in (out)sourcing processes, IT Sourcing governance, contract and suppliers management to improve performance and efficiency.

His goal is to improve performance and quality in business processes and IT Services through intelligent automation and new sourcing strategies.

He is an IT executive with 20 years of increasing experience in Information Technology in a global business environment.

"It's important to have a standard in Sourcing to help buyers and providers. I want to be part of its evolution and see how the maturity of the market is growing".



Tony Bocoock
President
EOA France

Tony Bocoock is an experienced independent consultant, specialised in sourcing. He lives and works in France, and has worked for 25 years in international positions as Manager, Director and Consultant.

His main areas of consulting services are Classical Sourcing / Procurement and Agile Sourcing. His experience offers in-depth knowledge on the efficient organisation of a procurement function; the

way it works with internal clients, the leverage used, key skills required and the way in which performance is generated and measured.

Tony has been President of EOA France since April 2014. He launched MaturitySourcing blog in 2012, after founding Better Buying Concepts in 2003.

"The Standard Advisory Group is in the process of becoming the reference in sourcing best practice; it is important to be part of it!"



Dominique Kindt
President
EOA Belgium

Dominique is a seasoned and independent (out)sourcing & shared services advisor with experience in defining strategies, developing solutions and contracting business relationships. He is passionate about making solutions that work, and specializes in collaborative relationship management.

He is the co-founder of with.

He is an experienced entrepreneurial manager with extensive commercial and people management skills. Work demanded strong organisational, problem solving, technology, audit, consultancy and interpersonal skills, more particularly in serving clients and collaborating with upper management.



Stephan Fricke
CEO
Deutschland Ver-band

Before initiating and founding the German Outsourcing Association, Stephan gained experiences in various management, marketing and communication functions in Germany, Austria and Eastern Europe. He worked for an international IT research organization, and global business services and software providers. Since 2010 he heads up the German Outsourcing Association, which has today more than 600 members, more than 10,000 subscribed contacts and a global campaign output of more than 260,000. In his role Stephan is

focused on providing and distributing information as well as on building co-operation opportunities in ITO, BPO and SSC for his home market Germany as well as for global markets. You can connect with Stephan via Xing and LinkedIn.

“I am very glad to have the chance to contribute to a global sourcing standard as member of the Standard Advisory Group. Speaking for our markets, I think that a sourcing standard can create more confidence in sourcing models, by providing solid guidelines in all areas of a sourcing cycle”.



Stephan Sunn
Executive Director
CITSA

Stephan Sunn is President of Devott, a global leading research & advisory firm on China's technology markets and outsourcing industries, and Executive Director of China's IT and Sourcing Association – CITSA, a national organization of decision makers of buyers, providers and policy regulators. He is globally recognized for his expertise in advanced research of technology & innovation marketization and outsourcing

strategies/implementation. He advised global executives from Fortune 500, China 500 to start-ups and public authorities of 18 cities and 50+ technology parks in China.

“Cooperation is the key to effective outsourcing in particular and successful globalization in general. GSA provides the shareholders of outsourcing business with a cooperating platform few could ignore its importance.”



Kerry Hallard
President of GSA

As CEO GSA UK, Kerry is leading the GSA to grow the reach and the reputation of the outsourcing industry globally. Professionalising the outsourcing industry through standards and qualifications is core to the GSA's work today.

"The interest we've had from the global sourcing industry in supporting this Standard has been overwhelming. Outsourcing Associations from established and emerging sourcing destinations, not to mention foreign governments and their trade bodies, have all been vocal in their support for the Standard and in their desire to be involved in its future development. It's truly inspiring to see such unity and illustrates just how progressive the sourcing industry really is!"



Chris Halward
Professional Development Director
GSA UK

Chris is a leading outsourcing professional whose experience of outsourcing goes back to the 1980s working in the financial services sector. His professional background, which includes working as an

accountant and auditor for KPMG, a sales professional, a quality manager, a HR and Training manager and an organisational development consultant, provides him with the breadth of knowledge and experience that ensures he is able to appreciate to particular challenges of making sophisticated sourcing strategies work effectively for all parties.

Buyers



Jim Hemmington
Director of Procurement
BBC

Jim is responsible for the external spend of £1.5 billion pa on goods and services, including outsourced services contracts such as Transmission, TV Licensing and Technology. In addition to buying in goods and services, Jim also co-ordinates the contract management activity governing the BBC's major

contracts and ensures best practice relationship management in the delivery of these contracts throughout their lifecycle.

"I am pleased to be part of the Standard Advisory Group, working with like-minded colleagues determined to maximise value in sourcing activities and shape future best practice."



Chris Day
Head of Outsource Management
The Phoenix Group

Chris is Head of Outsource Management at the Phoenix Group, the UK's leading closed life consolidator with c.5 million policyholders and £60 billion of assets.

Chris is accountable for managing the strategic and operational relationships between Phoenix Group and its Outsourced Service Partners through a team of

Relationship Managers. Phoenix Group has fully outsourced its pension administration and IT servicing.

Prior to joining Phoenix in 2010, Chris spent 14 years with American Express where he led a global team accountable for reengineering, outsourcing and change management in the card business outside of the US. Christopher Day is also an NOA graduate, having completed the GSA Diploma in Strategic Outsourcing (DipGSA).



Jonathan Nicholas
Head of Procurement
Centrica

An award winning Procurement Leader skilled in; Sourcing, Outsourcing, Risk Management and Contracts Commercial Management. With experience in several industry sectors including Financial Services, Media, local Government and Oil & Gas is able to adapt style and approach according to environment. As a persuasive negotiator has an ability to drive price and margin to deliver organisational results whilst still maintaining working relationships. With a competitive nature and a determination to succeed demonstrates a results driven and innovative approach. His current role is responsible for Customer Operations for Centrica Procurement with a team covering all third party expenditure covering Payment Services, Credit and

Collections, Contact Centre and Back Office Outsourced Services. Jonathan developed, built, and cascaded true end to end category management approach across our Centrica landscape within a highly regulated environment, bring market leading insight to transform how customer operations are delivered with market leading procurement projects across Payments Services and Contact Centre and Back Office outsourced services.

“I have joined the Standard Advisory Group to have opportunity to provide Strategic advice, support, share experiences and knowledge with other likeminded organisations. I am keen to have influence and support the evolvement of the Global Sourcing Standard and the influence it has on the market.”



Constanze Nuesperling
Clariant

Constanze has over twenty years of experience in the Outsourcing industry, both on the buy and consultant side.

In her current role with Clariant, a Swiss specialty chemicals company, she is responsible for value realisation from the HR Outsourcing partnerships. Prior to Clariant, Constanze worked for Belgian Biopharma UCB as Head of Partnerships, supporting the business with financial and performance monitoring in outsourcing engagements across the whole value

chain. Constanze's experience also includes her time with Pitney Bowes in Harlow, managing a large BPO Finance initiative. During the first eight years of her career, she worked as management consultant for A.T.Kearney and Accenture UK, with a focus on Shared Services & Outsourcing.

“I have joined the SAG because I greatly believe in the importance of broadening the existing Standards set by the former NOA in two directions: firstly to a global level, and secondly by including Global Business Services and Shared Services in the scope”.

Service Providers



Shirley Branagh
Training & Business Development Director
Capita plc

Shirley is the Training and Business Development Director for Capita's Regulatory Services. She has 23 years in the Regulatory field, primarily in Financial Services, 16 of which have been focused on training competency and capability within operations. Shirley oversees the provision of core training service

lines to meet the demands of a regulatory environment which encompass robust frameworks, product knowledge, e-learning and management consultancy. Shirley is responsible for developing and implementing regulatory training both internally and externally and the strategic development of Capita's regulatory learning solutions. Shirley's innovation ensures her team are consistently industry leaders in providing regulatory learning solution for all markets.



Martin Edwards
DipGSA
BankTec

Martin Edwards holds the Diploma from the Global Sourcing Association. He has worked in a variety of positions within the outsourcing industry over the previous 15 years and is currently employed as a Senior Consultant at BancTec. Martin holds degrees from the European University Institute in Italy (PhD) and Oxford University (BA Hons).

Martin played a key role in revising the current version of the Global Sourcing Standard. He will be working

closely with the GSA panel to maintain and enhance the standard in the future, and its continued usefulness for members in the buyer, supplier and advisory communities.

"The Global Sourcing Standard is an exciting step for the outsourcing community. I am thrilled to have worked on its evolution and look forward to facilitating further revisions alongside GSA members. I am particularly keen to get feedback from organisations who are implementing the standard and from non-UK users especially."

Support



Claudio Altini
Head of GBS, Shared Services & BPO Advisory
KPMG

A thought leader in his specialist field and recognised as a leading expert in all aspects of Finance and HR

functional transformation having developed a broad and in-depth experience in support function reorganisation, Global & Pan-European Business Process Outsourcing and Shared Services - from strategy through post-deal optimisation.



Richard Cribb
Managing Director
Ofsure

An IT and Finance professional, previously worked with a UK FTSE Top 20 Energy & Utility company, with extensive experience in high end strategic relationship and contract management, outsourcing of IT services particularly with global IT/BPO Service companies. Over the past 5 years Richard has undertaken a

number of assignments on client and supply side, particularly focusing on developing and executing sourcing strategies, defining and implementing supplier relationship strategies, governance frameworks and contract / commercial management.

His first e-book *IT Outsourcing – 11 Short Steps To Success* was published in September 2015.



Tom Reuner
Research Vice President
HfS Research

Tom is responsible for driving the HfS research agenda for Intelligent Automation across the whole gamut ranging from RPA to Autonomics to Cognitive Computing and Artificial Intelligence. A key element in Tom's responsibilities is guiding clients and stakeholders on the evolution of Intelligent Automation including the coverage of new players and approaches. Furthermore, he is driving the research on application

testing and service management. A central theme for all of his research is the increasing linkages between technological evolution and evolution in the delivery of business processes.

"To promote standards and best practices in an ever faster changing world is highly critical for fostering more efficient sourcing relationships. HfS Research is delighted to support these initiatives with thought leadership and advisory."



Adrian Quayle
Managing Partner
Avasant Europe

An experienced Sourcing and IT business Management Consultant working with a wide range of clients and service providers globally across all areas of the

Sourcing Lifecycle. Adrian was Chair of the ISO Committee on Outsourcing and is a member of the GSA UK Advisory Council.



John Crozier
Global Head of Sourcing
Linklaters

John heads the international sourcing practice at Linklaters, and has long been a champion and innovator of best sourcing practice. He has over 27 years of experience advising customers and suppliers in the public and private sectors on ITOs, BPOs, integration projects, e-banking, m-payments, e-commerce, digitisation projects, cloud and FinTech. His sourcing work with BP resulted in Linklaters being awarded TMT Team of the Year at The Lawyer Awards.

John advises on all aspects of the sourcing lifecycle, from initial pre-tender advice through procurement, in-life contract management, renewals, exits, and second and third generation sourcings. His deep experience of advising on disputes has helped form

John's pragmatic approach to contract management and to incentivisation of partnering behaviours.

John comes highly recommended by legal directories, who describe him as "a great commercial lawyer with a huge breadth of knowledge and experience" (Chambers UK 2016), and is particularly known for his commercial and legal insights into market practice. John has contributed to numerous articles on outsourcing and commercial contracts, including for Practical Law's PLC Magazine, and is a regular speaker at GSA events.

"The GSA and Standard Advisory Group is an excellent forum through which I am able to collaborate with fellow industry leaders to promote best practice across all forms of sourcing and drive continuous improvement throughout the industry for the benefit of all."

International Partners



Zulfiqar Zainuddin
Managing Director
i2M

Established in 2012, i2M is an operational company which focuses on the development of strategic investment promotion initiatives for the Business Services / Shared Services and Outsourcing sector in

Malaysia. i2M's key role is to attract and facilitate local and foreign corporations to develop the Business Services sector, strategic to the economic development of Nusajaya, Malaysia as the upcoming Business Services/Shared Services and Outsourcing destination.



Fabrizio Operetti
Head of Trade
IADB

Chief of Trade and Investment at Inter-American Development Bank for the past 5 years. Fabrizio manages IDB's pipeline and portfolio of loan operations in trade and investment promotion and facilitation as

well as international trade and investment forums and business matchmaking.

"Organizations like the Global Sourcing Association are key for companies, especially small and mid-sized ones, become a part of the global and increasingly fragmented and complex value chains"



Professor Hossam Osman
Vice President
ITIDA

Dr. Hossam Osman works in Egypt's Information Technology Industry Development Agency (ITIDA) as Vice President for Innovation spearheading the development of the ICT industry to increase its global competitiveness so as to make it a key contributor to economic growth. Dr. Osman has 30 years experience as developer, manager, instructor, researcher, and consultant in IT and software engineering. His experience is divided between industry and academia,

private and governmental organizations, small and national-level projects, and domestic and overseas companies.

"The ever-increasing high demand for sourcing and the relevant sourcing concerns dictate the crucial need for a sourcing standard. The Global Sourcing Standard provides the long-missed, essential bridge between buyers and service providers. The Global Standard for Sourcing will stimulate trade, flourish competition, and foster innovation".



Experience matters

SoftServe has transformed the way thousands of global organizations do business by developing the most innovative technologies in Big Data, Internet of Things (IoT), security and experience design.

So When Yottaa needed to extract intelligence from hundreds of millions of user sessions, they turned to SoftServe.

US-based cloud optimization platform Yottaa thrives on the ability to deliver impactful data to their clients that enables them to make real-time, actionable decisions. They needed a partner to go beyond basic data warehousing and analytics abilities and expand their current message brokering, log storage, anomaly detection and indexing solution.

With SoftServe's help they now have a flexible, scalable architecture and a highly scalable, reliable, and portable analytics system as they continue to evolve their platform.

Visit www.softserveinc.com to learn more.



Big Data



Internet of Things



Security



Quality Assurance



DevOps



Experience Design



Digital Enterprise Consulting

European Leadership Summit Highlights



GSA Hackathon 1.0

This was the first ever 24 hour Hackathon run by the Global Sourcing Association.

Hackathons have become a major part of our culture and the most successful ones take place when there's a diverse perspective from different companies, functions and teams. Well, the #GSA1.0 hackathon aimed to go one better by featuring contributors from different countries!

Programmers, developers, marketers, design thinkers and business leaders from across Europe came together to create an innovative and sustainable solution for the community or environment, whilst also strengthening the outsourcing community and supporting the positive reputation of the industry.

With lots of food, drink and other freebies provided to keep the creativity and momentum going overnight, the winning team was announced at the Leadership Summit. To see this year's winners and to read about their projects, go to page 30.

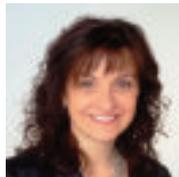


Women in Sourcing Workshop - Why gender equality in sourcing is everyone's issue

Gender inequality is systemic in global sourcing and we are launching a programme of ideas generation to counter this issue. The sourcing industry has long been a pioneer of innovation and progressive behaviour, and there is huge value in taking the lead on what is a global concern. Anyone was invited to come along and share their inspirational experiences, plus get involved in our mentoring and return to work initiatives designed to raise the profile for women working in sourcing.



Agni Zygner,
General Manager,
Capita Polska



Cristina Bizzi,
Head of Commercial,
Ministry of Justice
(UK)



Iglia Yordanova,
Managing Director,
Colliers
International



Kerry Hallard,
CEO, **GSA**

Women in outsourcing

by: **Agni Zygner**

Forums which support women in business are always more and more popular not only in an outsourcing sector. It seems though to be a 'women thing' dedicated for women only, but in reality these meetings try to change the perception of a gender diversity in business.

What are usually first thoughts when one sees a young blond nice girl at the Board Member level in the company? It is all about perception rather than actual judgement of the skills.

Is perception everything?

It should not be about gender, but rather about the focus that companies and leaders should have on the skills of an individual by embracing diversity within the top management team. Still today, many companies are likely to offer a senior management role to a male who presents himself at a job interview with a professional and confident look and with decent past achievements. On the other hand, a female candidate would need to prove to be better than other candidates. A perception-influenced decision is often a fact. It is also likely that women will be chosen for a senior position just because her salary expectations are lower.

Women should turn their weaknesses into strengths. Often, the first impression is confounding and in some situations, it can lead to underestimating the opponent. Jose Mourinho once said: "I am not the best, but there is no-one better than me" immediately exposing himself. Women should not discourage themselves as their weak first impression can lead to e.g. winning business negotiations when no-one would expect it from them.

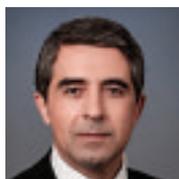
It is also about a leadership style. Women are often quick and multitasking because of the challenges they face when they decide to have family and children. There are many challenges while women manage their work-life balance. This aspect is very useful as a leadership style in a constantly changing environment and when there is a need of multitasking as well as quick decision taking. Pierluigi Collina, a famous Italian referee invited to a company event to talk about similarities between sport and business, mentioned the times when there were no cameras on a football pitch and the decisions needed to be taken quickly. No matter whether they were bad or good ones. The worst case, as in business, was not to take any decision at all.

Women need to be encouraged and aware, that if having the right competencies, they can target the highest roles. Women need to position themselves at the equal level with men and without any complexes due to their gender.

Perception should not prevail on the Top Management position selection in any sector. This applies even more to the BPO world. Being a Good Leader is not about being a woman or a man, but about involving people in the decisions, choosing members of a team who are better than the leader, so they can proactively contribute to the organizational growth. A True Leader needs to encourage the team members to be proactive towards Clients', be hungry and curious, think out of the box, have enthusiasm, find fun in work and be better every day. Leadership is also about mentoring and coaching as well as clearly indicating the goals to achieve.

These are my key criteria in order to create a Management Dream Team and to be successful in BPO business that relates to People. Because it is all about People!

The President of Bulgaria's Opening Address



Winner of the European Outsourcing Destination of the Year 2015, Bulgaria played host to this year's Summit with the country's World Leader sharing his views on the importance and future of outsourcing to Bulgaria and the rest of the Central and Eastern European countries.

Rosen Plevneliev, Bulgarian President

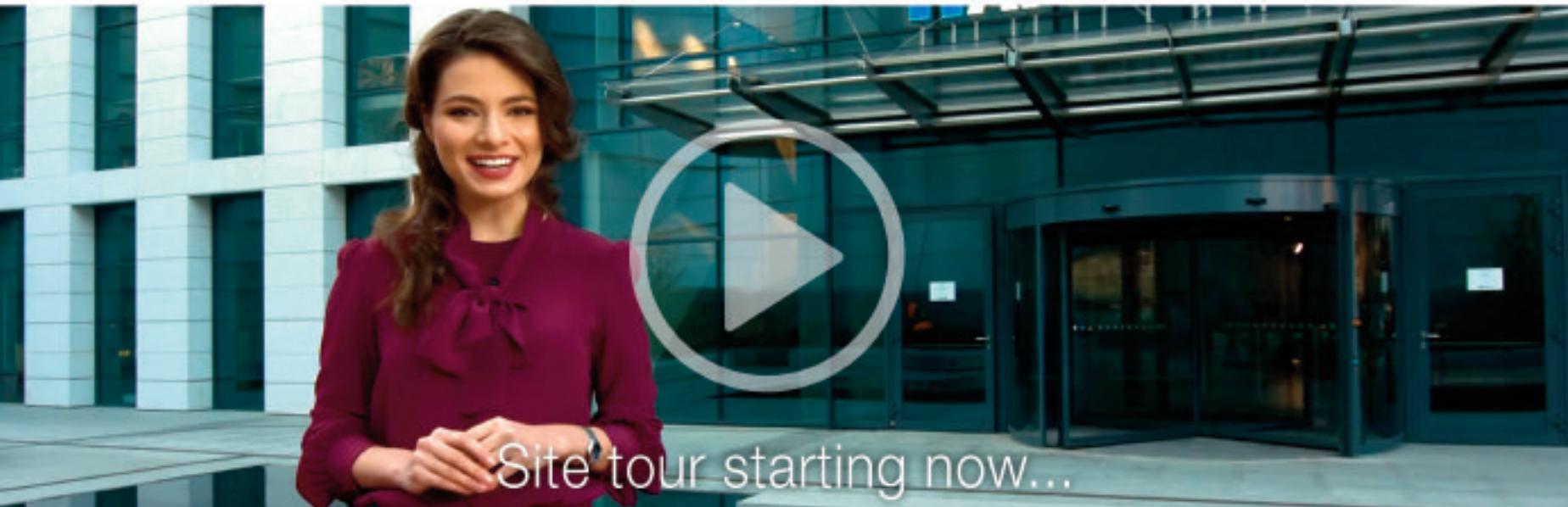
Rosen Plevneliev is a long-time supporter of the outsourcing industry and was recently recognised by the UK GSA in their Outsourcing A-List for his enduring advocacy of the industry. President Plevneliev attended the European Leadership Summit and provided an opening address to all delegates.



Bojidar Loukarsky, Minister of the Economy of the Republic of Bulgaria

The Minister addressed the importance of the sourcing industry to the Bulgarian Economy and the steps the country is taking to strengthen its proposition as an outsourcing destination. He also shared his views on the growing need for sourcing standards and greater education in an increasingly globalised industry.

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Gartner and Robo-bosses; Right or Wrong?

Robotic Process Automation is the most dramatic technology development not to have come directly from Silicon Valley. Europe's leading experts addressed the truths and the myths behind the most disruptive technology impacting sourcing today. They covered topics such as decoding the language, application and skills strategies plus what's involved when partnering for RPA and how to use RPA as an enabler to more advanced technology.



Colin Redbond, Product Manager and Enterprise Architecture Lead, **Blue Prism**



Andrew Anderson, CEO, **Celaton**



Razvan Popescu, Manager, Advisory Services, **EY**



Chris Halward, Director of Professional Development, **GSA**



Design Thinking Can Save Outsourcing!

By applying a mindset focused on solutions rather than the problem, businesses from IBM to LEGO are re-imagining the way in which they service their customers. Too many service providers, however, are adding Design Thinking to their offerings as a consultative tool as opposed to a genuine approach to changing how they are willing to work with their clients. At this workshop, Tom Reuner discussed how those service providers that “get it” will displace many of those which fail to evolve. Those service providers and their clients willing to embrace the ideals of the As-a-Service economy are on a path that could help them battle the oncoming headwinds of digital disruption.



Tom Reuner is Research Vice President, Intelligent Automation at HfS. Tom is responsible for driving the HfS research agenda for Intelligent Automation across the whole gamut ranging from RPA to Autonomics to Cognitive Computing and Artificial Intelligence. A key element in Tom's responsibilities is guiding clients and stakeholders on the evolution of Intelligent Automation including the coverage of new players and approaches. Furthermore, he is driving the research on application testing and service management. A central theme for all of his research is the increasing linkages between technological evolution and evolution in the delivery of business processes.

Design thinking can help to make Sourcing great again - but only when both the Service Buyer and Provider embrace it

By **Tom Reuner, Research VP, HfS Research**

While the goal for organizations moving toward an As-a-Service operating model is all about simplicity, disruption is making sourcing decisions ever more complicated. With automation, and the concept of intelligent automation, perhaps the most disruptive factor currently. HfS sees Intelligent Automation as the full a range of automation from Robotic Process Automation (RPA) applied to human interface business processes, to Cognitive computing, through AI all the way to self-learning and self-remediating engines. Although automation is one of the most exciting topics in the IT and business process worlds, it is also the most confusing. Nothing is defined, and this lack of definition is leading to lack of understanding and blurred perceptions.

Although nothing is well defined, the common theme for all the proponents of these approaches is the decoupling of routine service delivery from labour arbitrage – taking people out of the process. This is not only the main driver but also the reason for the large scale disruption, particularly on the sourcing industry. However, HfS believes discussing topics like Intelligent Automation should not just be about the technologies, or stark predictions of job losses, but should be about the change in ideas in equal measure. We have to stop trying to retrofit innovations into the old models. We have to start thinking about new models. Both to avoid disruption but also to create value.

This is where Design Thinking comes in. While by no means a new concept, its methodology (when applied consistently) can be a lever to transform sourcing relationships – making them more client centric and outcome driven. To succeed in those endeavours, sourcing partners need a change in mindset. Too many sourcing relationships have a master – slave relationship, where the provider is just a vehicle to drive down cost, adds no innovation and just follows orders from the client. Just think about the example of blind auctions for infrastructure services. To be fair some supply side behaviours are equally intransigent. Some of the automation ISVs are not willing to engage on proof of concept unless buyers are willing to pay more than \$1million upfront. Provided partner are willing to entertain a change in mindset; Design Thinking offers a helpful toolset to drive change based on customer's genuine requirements. It is all about complex problem solving predicated on radical collaboration and prototyping – learning from genuine customer feedback and making iterative improvements based on evidence. However, it requires an empathy to be mindful of all parties in a sourcing relationship. To stay with the example of Intelligent Automation, the question for organizations thinking about implementing an automation strategy should be how can Design Thinking be applied to our end-to-end processes? Rather than how can automation be used on low level tasks just to remove FTEs and the associated narrow focus on cost take out.

Also Design Thinking can be a conduit to tackle the many unanswered questions around Intelligent Automation. How do we govern those environments? How do we have to adapt target operating models? But equally, how do we test those highly automated environments, so they adjust them to provide better outcomes for us, our customers and employees? We have to stop pretending broad cognitive engines are just the same as enterprise applications. And lastly, and most urgently what is the impact on talent? How do we help organisations transforming their workforces in view of the disruption that is looming? To be clear, Design Thinking is not about “design”, it is not about visiting customer experience centres where you are being greeted by pony tailed millennials in jeans, T-shirts and hipster beards. It has to be about learning from customers and willingly embracing and fostering the change it recommends.

The Digital Revolution: How Technology is Disrupting and Innovating Businesses

Airbnb and Uber have leveraged digital as a market disrupter, whilst Nike is deploying technology to grow their business in new directions, all in ways not previously imagined. This session gave guests the knowledge to turn digital disruption into business opportunity.



Juan Turruellas, Executive Vice President World Wide Business Development, SoftServe

Juan is responsible for driving the company's aggressive sales and growth strategy. He is accountable for managing all aspects of Global business, including sales, marketing, as well as other operational duties. Juan is a proven senior executive with more than 25 years' experience in Sales Management, Business Development, International Sales, Professional Services, Product Development, and Enterprise-level Software Solution experience.

Prior to SoftServe, he served as Executive Vice President of North American Sales and Business Development for Pitney Bowes Software, where he was responsible for more than \$185 Million in revenue, while motivating more than 150 associates. During his 11-year tenure, the company's revenue grew from \$25 Million to over \$185 Million in North America.

View White Paper: "Disrupt or be Disrupted" on following pages.



Disrupt or Be Disrupted: 5 Steps to Combat Digital Disruption in the Modern Era

Consumers and businesses exist in the age of “here and now.” Technology evolution is now a technology revolution, forever changing our expectations; such as how users interact with applications, their expectations that payment happens instantaneously, and for all things to simply “work.”

But for businesses with a history of exceptional performance with their consumers, it is more dangerous than ever to rest on your laurels of victory. Companies who compete well on established advantages, like traditional customer loyalty or the lowest price point, are too often disregarded over newcomers with a simply better idea or more unique customer experience.

Today’s most progressive businesses are pairing flexible technology models with employees that have the skill sets and platform knowledge to deliver software that can deliver the “kiss of death” to established industries. Businesses will be categorized into two distinct groups: those who disrupt their industries and those who will be disrupted by others.

The question remains: how do you prepare to disrupt your industry without being disrupted yourself? Here are 5 steps for remaining proactive in a modern era of digital transformation:

1. Embrace the trend to evolve into a technology company, even if that’s not your heritage.

Leaders across multiple industries have made a shift to develop digital product offerings for their customers, even when digital products are not their core competency. This transformation to embrace both digital and traditional products within their portfolio not only increases customer loyalty and satisfaction, but also the ability to deliver experiences long term on a multitude of different platforms. For example:

- The Nike+ product consolidates retail, fitness, and customer service processes into one single customer experience. Expanding beyond their apparel products, Nike launched an open-source software tool to optimize the customer’s ownership and satisfaction of Nike products. Beyond just being a product, Nike+ is a premium athletic training experience.

- Wal-Mart has also been an undercover technology company for sometime, developing three iPhone applications and maintaining an open product catalog API.
- Tesco, a British multinational grocery and general merchandise retailer, has created a subsidiary worth \$1 billion dollars to monetize the data gathered from its customers by allowing packaged goods companies to access it.

2. Look for ways to defeat or disrupt your own business.

Often the most progressive changes come when we look at our own internal structures. There may be hurdles you encounter, or you may find that you are already equipped to elevate your organization to handle new objectives. Gather key stakeholders within your executive team or digital task force and review the following areas to determine if you are ready to disrupt or if your business is vulnerable to disruption:

- **Current employee skill set:** Do you have the adequate skill set in-house to develop the user experience, products, or service that will set you apart from others in your industry? Conduct an inventory of your employee skill sets and identify where you are lacking the expertise to bring your digital vision to life. If you find you don't have the skill sets needed, consider bringing in a third-party with validated strengths to accelerate your product to the marketplace.
- **New digital staffing:** If your organization has been successful in more traditional business models, you may have never needed employees with validated digital skills with backgrounds in commerce platforms, Big Data analytics, social media, and the Internet of Things (IoT). These skills require a different business acumen and background than other conventional staffing models that have fueled business growth in the past.
- **"Data First" decisions:** Making strategic decisions for the business in the past used to be made with general consumer personas informed by research that varied widely in age. With the advancement of Big Data analytics and user data now available in real-time, organizations can

make instantaneous decisions about what products go on the shelf, what services should replace others, and what user experiences should be offered on what day based on the data that is available and adjust them as necessary to continuously delight the end user.

3. Remember the “3 R’s”: Revise, Refresh, Reform.

At the core of this discussion, there are three basic fundamental areas which require attention and care to stay ahead of a digital disruption. But it’s simple to do so by just remembering the 3 R’s as they relate to your business: revise, refresh and reform. It’s a continuous cycle that must be maintained, not simply “one and done,” as digital disruption is always looming behind you and you must stay one step ahead.

- **Revise your cost structure:** This isn’t limited only to your pricing structure, but every expenditure within your business: your people, your supply chain, and overhead costs. Control costs to compete with other digitally powered, low-cost new competitors.
- **Refresh revenue streams:** It’s critical to build new sources of revenue across all segments of the business, geographies, and business models. Many organizations have found that legacy streams of revenue have dried up in the wake of digital disruption.
- **Reform corporate strategies:** Being nimble and agile in the age of digital disruption has never been more important. All digital stakeholders will have to consider assets, risk, and corporate agility in order to position the organization for long-term success in the digital marketplace.

4. Determine what type of disruptive business model you want to be.

Companies find themselves desperate to become the next Uber, AirBnB, or Amazon, or otherwise scrambling to solve for how to handle the disruption caused by these hyper-disruptive business models.

But hyper-disruptive businesses models are evolving constantly just like the businesses themselves. Let's examine some of the most popular business models¹, the types of businesses that have made them notable, and what you need to have in order to remain competitive in this model.

- **The Subscription Model** (Netflix, Dollar Shave Club, StitchFix): Disrupts through “lock-in” by taking a product or service that is traditionally purchased on an ad hoc basis, and creating a repeat customer by charging a subscription fee for continued access to the product/service. Beyond consistent revenue, it also satisfies the “need it now” user experience and eliminating the necessity for customers to shop in a brick-and-mortar store for products.
- **The Marketplace Model** (eBay, iTunes, Uber, AirBnB): Disrupts with the provision of a digital marketplace that brings together buyers and sellers directly, in return for a transaction, placement fee, or commission. This model extends the options and experiences that customers have beyond traditional models, for example in retail stores, rental cars, and hotels.
- **The Access-over-Ownership Model** (Zipcar, Peerbuy, AirBnB): Disrupts by providing temporary access to goods and services traditionally only available through purchase. Includes “Sharing Economy” disruptors, which take a commission from people monetizing their assets (home, car, capital) by lending them to borrowers. The Access-over-Ownership model extends capabilities to customers who otherwise would not have options, for example, the ability to drive a car without ownership or the ability to earn additional income on their property without long-term commitments.
- **The Pyramid Model** (Amazon, Microsoft, Rodan + Fields): Disrupts by recruiting an army of resellers and affiliates who are often paid on a commission-only model. Historically, pyramid models had a bad reputation within retail, but they have had a rebirth in the modern era. Technology companies use them to put their products in the hands

1. Source: Digital Transformation by Jo Caudron and Dado Van Peteghem

of partner organizations to extend their reach. Other retailers are now utilizing social media models to promote their products through associates while also maintaining a lower price point rather than having a brick-and-mortar.

- **The Experience Model** (Tesla, Apple, JetBlue): Disrupts by providing a superior experience, for which people are prepared to pay — handsomely. The Experience Model demonstrates a shift in thinking: lower cost is not always king when an improved customer experience accompanies the product, especially when the product is something that is high-value or frequently used.

5. Don't entirely abandon your core business operating model.

You have achieved success as a business due to the products, services, or experiences that you have offered to-date. The key to surviving digital disruption is not to entirely annihilate the way you have done business previously, but to enhance it with other offerings that meet the needs of your customers both from how they use your product and how humans consume products and services. You know your product best. Now it is up to you and your digital stakeholders to evolve how people can consume it better in their everyday lives.

The choice to disrupt or be disrupted is in your hands. It requires constant foresight and examination of your business processes, products, and customer experiences as well as careful evaluation of newcomers appearing in the marketplace to ensure you remain competitive. Innovation doesn't happen overnight, but disruption does.

By staying agile with these 5 steps, you'll enable your business of today to evolve into a business of tomorrow.

Best of the Best

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Fundamental Capabilities

New and Emerging Accelerators and Enablers

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reduction
in cost to
serve
FNOL

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revenue uplift
using machine
learning for
customer
interactions

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academies

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framework methodologies

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For more information contact

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What Does Brexit Mean for the European Sourcing Market?

As the European Union comes to terms with Brexit and begins to prepare for the separation, who will be the winners and losers? Will the UK lose its World Financial Market status? Can the countries keep up with the tidal wave of legislative changes? As the Euro countries jostle to agree degrees of separation, the panel discussed how businesses can maintain nimble operating models in the Brexit climate.



Hugh Morris,
Associate Executive,
Aecus



Sonia Cissé,
Head of **TMT**
Linklaters



Elias van Herwaarden,
Global Location Strategies,
Deloitte



Global Sourcing Case Studies - Outsourcing in practice

Shared Services into the Future!

As the sourcing ecosystem continues to evolve, executives need to be certain that today's shared services offer more business value beyond cost saving. Guests were able to hear from those who are successfully running effective shared service centres across Europe. Topics addressed included:

- Transitioning from SS to GBS
- The future of Automation
- Driving next level process excellence
- A case study on AVON's Global Shared Centre of Excellence in Warsaw.



Mariusz Szalaj, Director,
Global Shared Services /CoE,
AVON



Alma Jenkins Acosta, Principal Talent
Leader, Global Operations and Shared
Services Warsaw, **Mercer**



Adrian Quayle,
Managing Director
Europe, **Avasant**



Relationship Management and Collaboration

This Breakout session addressed the following:

- How 'real world' governance is key to building and augmenting relationships and service excellence
- Designing the tender to establish a collaborative relationship
- Transparency for greater collaboration – it's obvious but everyone fails to do it well!
- What evaluation activities should be used to assess compatibility
- The evolving role of the Sourcing Lead



Constanze Nuesperling, GPO
Hire to Retire,
Clariant



Dietmar Kalkbrenner,
Business Process
Services, **Tata
Consultancy Services**



Kaushal Agarwal,
Head of
Operations,
EXL Sofia



Steve Burwash,
Manager, **Mitel**



Steve Jackson,
COO and
Chairman,
Xoomworks

Enhancing Customer Experience

Data is the new Gold! Mining and refining data is the route to customer satisfaction, but how do you deploy the learnings in a multi-channel, multi-site environment?

- How to be customer-centric when customer loyalty can end with a single keystroke.
- Picking the right supplier for your customers' needs
- Delivering optimal customer service across all locations
- Convergence of Customer Service and Digital Marketing/NewGen technologies: what does it mean for businesses?



Chris Day,
Head of Outsource
Management,
Phoenix Group



Jon Gladwish,
CEO, **60K**



Jan Fuller,
Relationship
Manager, **Thomas
Cook UK &
Ireland**



Sidica Ciorabai,
Head of Digital
Marketing Services and
Business Development,
**TELUS International
Europe**

Automation in Practice

Following our highly successful free RPA workshop, summit delegates were able to see the theories in practice. Case studies from some of the best automation projects implemented across Europe were discussed at this session, including:

- Introduction to RPA and case study Ernst & Young Advisory
- Thoughtonomy and Computacenter case study
- Live demonstration of how to create a robot



Terry Walby,
Chief Executive,
Thoughtonomy



Razvan Popescu,
Manager, Advisory
Services, **Ernst &
Young**



Chris Halward,
Director of
Professional
Development, **GSA**

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The Perfect Service Provider

As we journey further into the sourcing ecosystem, this session looked at the ideal service provider in 2020.

- Shorter contracts, outcome focused, design-thinking origination
- Journey on agility, excellence and outcomes
- Quality interactions, strategic thinking, trust and transparency
- Using digital as an enabler to achieve customer goals
- Future of skills



Florin Ibrani,
Principal,
Concord USA



Lyubomira Mihaylova,
Managing Director,
ScaleFocus UK



Iglia Yordanova,
Managing Director,
Colliers International



Stoyan Boev,
Managing Director,
Interconsult Bulgaria



Alexander Reay,
President, **Nordic IT
Outsourcing
Association**

By **Alexander Reay:**

I had the pleasure of chairing the session "The Perfect Service Provider", although certainly we would all agree there is no such thing, certainly from what was presented from Concord's Florin Ibrani one of 'ScaleFocus' customers, showed that Scalefocus have come as close as they come. What struck the audience was the level of trust and maturity in the relationship between the two organizations. They seemed to be totally aligned with their culture, objectives and understanding of each other. What was abundantly clear was the value being delivered by Scalefocus and the transparency between the two parties. This was further reinforced and acknowledged by the approach to relationships shown by ICB Software and Consulting's CEO Stoyan Boev with some of their customers throughout the Nordics, in where the value delivered was outstanding, with both parties recognizing great benefit from their partnership, a company equally nearing the "perfect service provider".

In conclusion as the industry transitions and strives for sourcing relationships that go beyond just reducing costs, what resonated throughout all the presentations was the commitment and dedication to building both sustainable and collaborative partnerships built on "Trust" and "Value".

Cyber Security: The Two Paths of Future Tech

Digital technologies are making today's business environment more connected than ever, presenting organisations with opportunities and challenges in equal measure. We took a closer look at how to obtain value creation from digital development, whilst staying on the right side of the firewall!

- How secure are you?
- Planning for cyber security
- Legal Liabilities
- System vulnerabilities



Venislav Yotov,
General Manager,
AIG Europe



Vihren Slavchev,
CEO **Mnemonika**



Teodora Tsenova, Senior
Associate, **Djingov,**
**Gouginski, Kyutchukov &
Velichkov**



Juan Turruellas, Executive Vice
President World Wide Business
Development, **SoftServe**

The GSA European Awards shortlist

GSA European Hackers of the Year

ITC Infotech - Winners

EPAM Systems
Xoomworks
InterConsult Bulgaria

European BPO Contract of the Year

Intelenet Global Services and Barclays - Winner

Ericsson and Turkcell
Mindpearl and European Airline
Mindpearl and Asian Airline

European IT Outsourcing Project of the Year

Indra Sistemas SA and Telefonica - Winner

Allied Irish Bank
EPAM and Delhaize
Intelenet Global Services
SoftServe and Outcomes Based Healthcare (OBH)

European Automation Project of the Year

Thoughtonomy and Computacenter - Winner

Concentrix
Conectys

European Service Provider of the Year: SME

ScaleFocus - Winner

Accedia
Questers

European Service Provider of the Year: Corporate

Sykes - Winner

Ciklum
GVK Bio
Itera
Version 1

European Law Firm of the Year

Slaughter and May - Winner

Bird and Bird
CMS
DLA Piper
Herbert Smith Freehills

Award for Advisory of the Year

KPMG - Winner

Aecus
Elixirr

Award for Best Partner Ecosystem

AIB - Winner

Ericsson Turkey
Miratech

Award for Innovation in Pan-European Outsourcing

Sykes - Winner

AIB
BP and Olswang
Ericsson Turkey and Turkcell
ICB - Interconsult Bulgaria Ltd and Kongsberg Maritime

Outsourcing Destination of the Year

Egypt - Winner

Belarus
Fiji
Sri Lanka

European Shared Service Centre of the Year

Mercer Services Delivery Centre Poland - Winner

Sykes

Award for Corporate Social Responsibility (CSR)

IBA Group - Winner

Spi Global

Outsourcing Works – Award for Delivering Business Value in European Outsourcing

TCS - Winner

BULPROS
Concentrix
DDC Outsourcing Solutions and Brandbank
Elixirr
EXL Service British Gas
EXL Service British Gas - Small and Medium Enterprise
Customer Services
Imperia Mobile
Intelenet
Intetics
Intetics
Miratech
Sotserve and Outcomes Based Healthcare (OBH)
TELUS International and PayPal France
WNS and British Gas

Outsourcing Works – Bulgaria

Imperia Mobile - Winner



GSA EUROPEAN
HACKERS
OF THE YEAR



Hear from some of the participating teams:

ITC Infotech - Winners

Overview

As responsible world citizens, we are all concerned about the environment; however not many of us have the means, tools and knowledge to make a positive impact. The complexities involved in making a meaningful contribution towards the environment at large make often makes it a daunting task, deterring even the most enthusiastic ones.

We, the team from ITC Infotech, were looking at developing a solution that would not only make it convenient for a person to contribute in helping the environment, but also make the activity socially engaging and uber cool.

The Solution

Planting trees is simple yet effective activity which positively impacts the environment in multiple ways. Our 'Tree Baron' app was built with the objective of connecting people with resources to pay for tree planting and maintenance with people in different areas around the world with the land and know-how of tree planting. Tree planters are able to advertise areas they have available for growing trees along with the trees most suited to that environment. Sponsors are able to select trees by choosing an area on the globe. They also can see ratings and comments for each planter to make a selection.

Our gamified process encourages sponsors to contribute more - gathering more Treewards, investing Treewards in a new tree, exchanging or donating trees

or Treewards, comparing scores with friends – all the while creating a global footprint of trees. Sponsors are awarded multiple badges - starting from Tree Rookie, all the way up to the prestigious badge of Tree Baron. They are also provided with the ability to view how the tree looks in 3D and can also take a selfie with the tree as it looks currently. By integrating Augmented Reality technologies, our app also provides life like images of how the tree would look after 5, 10 and 20 years.

The Team

Arindam Dhar, Jackson Chackungal, Prashant Patil and Sandeep Rastogi are all technology enthusiasts from ITC Infotech bringing together different skill sets required for the development of the app, across platforms including mobile applications, AR/VR technologies, Microsoft and Cloud based development.

ITC Infotech is a specialized global scale full service provider of Domain, Data, Design and Digital technology solutions, led by a strong business and technology consulting focus. The company caters to enterprises in Supply Chain based industries (CPG, Retail, Manufacturing, Hi-Tech) and Services (Banking, Financial Services and Insurance, Airline, Hospitality) through a combination of traditional and newer business models, as a long term sustainable partner. ITC Infotech is a fully owned subsidiary of USD 8bn ITC Ltd – one of India's most admired companies.

For more information, please visit www.itcinfotech.com



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Mountain Eco Tracker is the tracker of choice when it comes to hiking.

While users keep track of their paths and trips, they also help collect global information on pollution, illegal dumps, wild life presence, deforestation and many other problematic factors that concern our precious mountainous regions.

Powerful reports and stats

The data is then persisted into a powerful database able to produce complex reports and statistics often revealing valuable hidden correlations and raising flags. The plan is to expose this database to the public or otherwise make it accessible to volunteering

organizations and governments, so that the most attention-needing places get served and fixed for first.

Engineering is in our DNA.

Since 1993, EPAM has helped the world's leading companies imagine, design, engineer, and deliver software that changes the world.

Team EPAM Mean Machine

Lachezar Spasov, Petar Marinov, Lyubomir Polyanov, Plamen Penchev, Samuil Aleksov

About the hackathon?

24 hours of emotions

InterConsult Bulgaria

Solution

Microsoft HoloLens is the first holographic computer that enables users to interact with holograms in the real world. With HoloLens, individuals use gestures and voice to interact with applications in the most natural way possible.

The ICB team prototyped an application for ship engineers—allowing them to see information about machinery and assets in real-time as they move. The engineer points their head towards any machine in a ship, for example in its engine room, that he or she would like to interact with. They then see a hologram containing processed data about that asset.

Exhaust gases, ballast water, and other pollutants from ships are a big source of air pollution worldwide. Such an innovative solution can improve the efficiency of maintenance, repair, and operation of ships by engineers and significantly reduce the margin of human error in that process. That is exactly why the team applied ICB's experience in information management solutions for merchant marine and oil & gas companies to create this 'hackathon' app.

Company

ICB is an IT partners for leading companies in Scandinavia, Europe, and America. We specialize in agile software development with Microsoft's technology stack. Our customers trust us to hire teams that deliver as an undivided part of their workforce. ICB is trusted by companies in the Kongsberg Gruppen, Gunnebo Group, Gjensidige, Siemens, and others.

Team

- Rosen Petkov (Team Leader)
- Galimir Ganchev (Software Developer)
- Yordan Georgiev (Software Developer)

"A big thanks to GSA for #GSA1.0 Hackathon! The atmosphere was great and ICB's team had lots of fun. We received big support from the organizers during the event. We can't wait until the time comes for #GSA2.0 Hackathon."

Xoomworks

Fair Taxi Fare is a web based, mobile first application which focuses on the problem with taxi scams which foreign travelers face. It gives an estimate of the taxi fare based on location and destination prior to user's trip or tracks the taxi ride of the traveler with its phone GPS and calculates approximate fare after the ride has finished. First version is centered in Sofia, Bulgaria with later expansions to other locations. It doesn't require installation and it runs on any device with enabled location.

Xoomworks Technology

We work with our clients at all levels of their organisations, sharing the risk, rigorously fixing

problems and securing lasting change using our One Team Approach. We build strong, long-term relationships as trusted advisors and based on our reputation as people who really deliver. We provide technology-driven companies with nearshore teams that specialise in software development, technical support and quality assurance. Although we've experience across many industry verticals, we're particularly strong in the travel, financial and gaming industries.

The challenge was tough but we enjoyed it and had a lot of fun! The organization was well done and we felt well supported. It was a good test of our team work capabilities and we will definitely do it again.



EUROPEAN BPO
CONTRACT OF
THE YEAR



Intelenet Global Services and Barclays - Winner

Introduction

Intelenet Global Services is a leading global Business Process Outsourcing provider of transformation, consulting and outsourcing services. With nearly 55,000 employees operating from 100+ delivery centers spread across 8 countries, Intelenet serves over 300 blue chip clients in UK, US, Middle East, The Philippines & India.

Objectives:

- To derive cost saving exercise
- Value addition with innovative initiatives
- Mitigate risk and fraud
- Improve process performance

Best practice:

The continued success of Barclays & Intelenet is translated through the unique alignment of the core values of both the organizations. Following initiatives were undertaken in partnership with Barclays:

- 'Fusion 360@ FAC' tool developed to automate tasks for Barclaycard Operations to provide sufficient insight based on merchant & IP statistics for a frontline staff to make the appropriate decision whilst servicing a case

- New process 'NO MI' introduced for manual tracking on chats done on Emails to mitigating Risk
- An automated tool 'Auto Soft Tool' developed to help in easy reading of transactions from Evison & Robyn applications thereby reducing the possibility of errors
- A Fraud portal developed to enact as the sole knowledge repository for Barclaycard operations and Retail banking

Challenges:

IGS derived a strategic route plan to overcome constraints of Cost, Customer Complaints & Satisfaction, Risk/ Fraud & Operational efficiency

Results:

- £33,000 worth savings retained annually through 'Efficiency Benefit Project' for Barclays MS
- Detection 360 tool increased Accuracy and FTE Handle time for 'Retail and Debit Card Operations'
- There was risk reduction - 25 Risk Events and 0 Fraud Events reported for Q3'2015



Ericsson and Turkcell

Introduction

- Turkcell is a regional leader in telecommunications sector by being the market leader in five countries out of nine it operates in (Germany, Belarus, Ukraine, Moldova, Georgia, Azerbaijan, Kazakhstan, TRNC, Turkey)
- Ericsson is a world leader in the rapidly changing environment of communications technology – providing equipment, software and services to enable transformation through mobility.

Challenges

- Major problems in productivity, operational excellence, efficiency and customer satisfaction related business KPIs
- High operational costs

The solution & approach

- Turkcell has decided to establish a dedicated organization for configuration of all campaign, package and service related product development.
- They have chosen Ericsson as a single partner for analysis and configuration of marketing requests.
- Turkcell & Ericsson has established aggressive Kanban based agile teams mainly based on customer segmentation without any corporate identity.

- Agile teams are trained with agile know-how and coached by experts.
- Both Turkcell & Ericsson management first come teams together, trained with agile philosophy and know-how, finally gave high autonomy level to teams.
- Strict SLAs, related with productivity, quality, speed and employee engagement handshaked and communicated with teams.

Results

- Achieved targeted level standardization, automation, process optimization, T2M, well defined catalogue based activities and stress tolerant high capacity organization
- TCO reduction: > 50%
- T2M improvement → %650 (2011→ 2015)
- SLA compliance: > 95%
- Marketing units customer satisfaction score: 50% → 92%

Customer quotes

“With this strategic outsourcing partnership we achieved all the objectives that we have”

Cihan Yıldız

Turkcell Business Operations Unit Head

Mindpearl and European Airline

Mindpearl began its partnership with this European based airline in 2001. This project started in July 2015 and was completed during the first quarter of 2016. The business drivers for the client and Mindpearl remains: “To sustain a partnership with the client that ensures that its customers receive personalised service and to create an enabling environment, able to adapt to change.”

This goal was achieved with this project through the following project objectives:

1. Migrating to Mindpearl’s telephony system to enable a virtual integrated system, with calls flowing between multiple locations on a 24/7

2. Servicing this client from a second Mindpearl centre to enhance BCP and enable cost efficiencies

The strategic approach was methodical and entailed a five step process spanning evaluating the possible methodologies to servicing the account, filtering and scoring the options and finally implementing and monitoring the selected methodology.

Project governance was upheld by regular client interactions, extracting quality calibrations and a customer reporting portal which grants the client direct access to project performance data.

The success of the project has yielded positive benefits realisation for the client including:

- Greater direct control
- Higher levels of responsiveness and uptime
- Agility and flexibility
- Customer service agents relocated and IVR systems reprogrammed in minutes
- Increases in customer satisfaction
- Efficiency and revenue generation
- Enhanced global BCP/DR approach
- Activity directed by skill, availability or cost, which provides the client with significant quality and cost benefits
- Increased manpower at a lower cost
- The ability to extend and introduce add-on services more cost-effectively

Mindpearl and Prominent Asia-Pacific Based Airline

Mindpearl began its partnership with this prominent airline brand in 2013. The project was driven by the airline implementing a turnaround strategy which included brand repositioning. The project commenced in January 2015. From the outset of this partnership Mindpearl's key goal has been to optimise operations for this airline client; while delivering a high quality, reliable outsourcing service.

This goal has been achieved by means of the following objectives for this project:

1. Seamless staggered migration of 18 markets to ensure quality service is maintained while reducing operating costs (Project status – Complete)
2. Seamless migration and cost-effective growth of the client's newest communication channel, namely webchat (Project status – First migration complete)

The strategic approach was methodical and entailed a five step process spanning evaluating the possible methodologies to servicing the account, filtering and scoring the options and finally implementing and monitoring the selected methodology.

Project governance was upheld with regular client interactions, extracting quality calibrations and a customer reporting portal which grants the client direct access to project performance data.

Mindpearl has demonstrated flexibility throughout the project by providing extended working hours, modifying shift rosters, developing training material and implementing improved processes for this account. The success of project has yielded positive benefits realisation for the client including:

- Standardised and quality service delivery
- Significant cost reductions
- A cost-effective webchat platform
- A decrease in call volumes
- Loss call rates have dropped to as low as 0.95%
- Staff morale has improved
- Attrition rate on a 24/7 serviced account is only 2.8%





EUROPEAN IT
OUTSOURCING
PROJECT
OF THE YEAR



Indra Sistemas SA and Telefonica - Winner

Introduction

O2 UK (Telefonica UK brand) is a leading communications company with over 23million customers.

Indra is a consultancy and outsourcing company based in Spain with customers in 128 countries and over 37,000+ professionals.

Project objectives and business drivers

A Fault Monitoring Application Service, having full control over Business Critical systems and Data Analysis capability. To find business opportunities with a positive customer experience (CX), by providing:

- Network behavior to proactively prevent failures.
- Users' behavior analysis to take marketing actions to increase the income as result.

Indra implement the best practices:

- A three-tier delivery model (UK/Spain/Philippines).
- A Collaboration Ecosystem (O2/Indra/Partners).
- Implementing the users' analysis service tools.

Results

- Providing operational intelligence to over 20million houses in the Smart Meter Program (SMP) successfully.
- Production flexibility for increases (+200%) and reductions (-50%) over the same period.
- Taking Real-Time marketing decisions to improve the CX: Roaming, wifi, 3G, hotel, VIP and loyalty service alternatives.
- Indra has helped O2 to have savings of more than £10million.

Quote from Mrs. Susan O'Dea (O2-PM)

"Indra were asked to build the "heartbeat" of their IT solution for our SMP. Indra were very quick to respond to the ask of providing a ring-fenced team. Their staff have been professional, and adapted, often at short-notice to be on-site with the Telefonica teams, and have continued to be flexible to the many changes such a large programme of work has had on them. Their ability to adapt to the many changing priorities on this programme has not gone unnoticed and they have created an excellent working relationship with all the various teams to ensure the successful delivery".



Allied Irish Banks p.l.c

AIB is a financial services group operating predominantly in the Republic of Ireland and the UK.

AIB's ambition is 'to be at the heart of customers' financial lives by always being useful, always informing and always providing an exceptional customer experience'. The key was doing this was to create a digitally enabled omni-channel bank. Achieving this meant overcoming a number of challenges.

Following the collapse of the Banking Sector in 2008, AIB had to significantly reduce costs and pursue a de-leveraging agenda in order to survive the economic downturn.

By 2012, Dublin was becoming the European technology centre which made it difficult for AIB to attract skilled resources within such a competitive market.

AIB's ambition could only be realised by moving from a traditional in-house delivery model to an outsourced partnership model with four partners (Wipro, Infosys, eir and Integrity360) that would increase agility, reduce risk, provide wider access to resources and capabilities and enable greater business integration and customer alignment.

A number of elements determined a successful for the bank:

- Creation and maintenance of a 'trust centric' and collaborative partnership
- Rigorous and innovative best practice mechanisms to manage the relationships
- Strong focus on quality deliverables and milestones to drive programme momentum

Key results achieved:

- Named 'best bank in Ireland' and 'ranked as one of Europe's best banks for its transformation' by Euromoney
- Winner of a number of prestigious industry awards for exceptional customer experience.
- Increased Net Promoter Score (global standard for customer experience).
- Created a flexible and responsive agile IT delivery service.
- Reduced key risks.
- Right size the IT organisation.
- Greater access to key skills and capabilities.

EPAM and Delhaize

An international food retailer with headquarters in Brussels, Delhaize has been growing in global markets since 1867. A few years ago, the company, launched a global e-commerce strategy, that is being implemented across Europe, with the support of EPAM since 2015.

Delhaize commerce sites for Belgium and Greece have been optimized to be country and languagespecific so customers have a more personalized experience. These new e-commerce sites, each with its own web address, are built on a single e-commerce platform from Hybris Software, a unit of SAP AG. The single platform makes it easier for Delhaize to manage the platform, and allows faster timeto-market of new functionalities across multiple sites. The partnership between Delhaize and EPAM resulted in implementation of the different practices step-by-step, namely: Hybris development, UI development, Automation testing, Performance Testing and CI/CD integration.

As a result of the partnership with EPAM Systems, Delhaize Group has benefitted in the following ways:

- An increased capacity to deliver new functionalities and new services to our customers, with a high level of quality (in parallel of the projects, we have seen a significant reduction of ecommerce-related incidents over the past 5 months)
- A fully-launched, easy-to-manage site with new and improved existing administration features built on top of SAP Hybris administration mechanisms (called cockpits), and improve management flexibility.
- An improved Rollout process to production, required time fell by half for Greece platform.
- Accelerated Delhaize Group in adopting Agile approach and methodologies. Two new projects have since been launched based on Scrum methodology.

Intelenet Global Services

Introduction

Intelenet Global Services (IGS) is a leading global Business Process Outsourcing provider of transformation, consulting and outsourcing services. With nearly 55,000 employees operating from 100 delivery centres spread across 8 countries, Intelenet serves over 300 blue chip clients in UK, Europe, US, Middle East, The Philippines & India.

Project objectives:

- Provide unified real time reporting mechanism
- Develop a comprehensive communication tool with independent access

Best practice:

- Developed "Business Pulse" suite of applications which provides all-inclusive communication solution

Challenges:

To meet customer expectation of anytime and anywhere access & help business to deliver consistently high service levels at all times through convenient and easy to use communication channels

Results:

Business Pulse enabled the management to take proactive steps to control and improve performance by providing data 'real time'. It changed the management view and focus from just monitoring to management. It has enabled the client to experience the benefits of mobility such as instant availability and access.

Client Testimonial:

"Intelenet's ever evolving approach to enhancing our service with innovative technology solutions reached new heights with the launch of Intelenet's Business Pulse application. This application not only provides real-time management information (MI) data but also has an easy accessible historical reporting suite. The Business pulse application allows us to manage our operational performance in a much more proactive way, not only when you are in the office but on the move too with the mobile app and tablet versions."

- Chris Scoggins, FloD, Chief Executive: Largest Train Operating Company in UK

SoftServe and Outcomes Based Healthcare (OBH)

Project name: OBH Sense360 - Patient Reported Outcomes Application

Outcomes Based Healthcare (OBH) is a London-based company offering specialist advice, tools and technology to help commissioners and providers make a reality of value-based healthcare strategies and outcomes-based contracts, tailored to specific populations and pathways.

OBH contracted SoftServe to help build the front and back end of a native Android application that could both gather Patient Reported Outcomes (PRO) data through a well-designed, usable interface, but also gather large volumes of sensor data in the background.

The SoftServe team:

- Identified to successfully overcome all the issues caused by the Funf platform limitations
- Significantly reduced the memory and battery consumption of the smartphone

- Developed a clickable user interface (UI) for the application
- Set up the required connection between the application, Parse, and Amazon Web Services, allowing OBH to have access to the data collected
- Ensured that all privacy and security concerns were addressed in accordance with the Data Protection Act

The OBH Sense360 project is currently a research project, but the future of outcomes based commissioning depends on finding a scalable, reliable and reproducible method of measuring outcomes that requires minimum user input. On an industry level it could revolutionise and accelerate the transition to value based healthcare, and for OBH it would provide an additional scalable source of revenue and position them as a leader in the industry.



EUROPEAN
AUTOMATION
PROJECT
OF THE YEAR



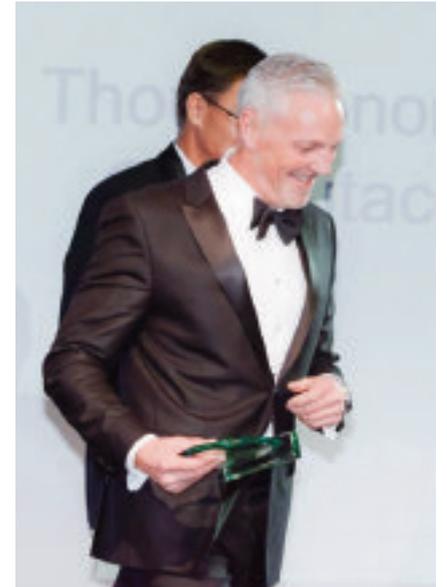
Thoughtonomy and Computacenter - **Winner**

Computacenter are Europe's leading IT outsourcer, with European shared service operations in locations including the UK, Germany, Spain and France, and further afield including Capetown and Kuala Lumpur. Their multilingual service desks support over 1.2 million users worldwide, and handles over 8 million inbound requests a year.

The Next Generation Service Desk project was designed to transform the delivery of outsourced service desk services and implement technology to underpin an automated operation and a digital consumer

experience. Importantly the project needed to be location, language, technology and customer independent.

Utilising Thoughtonomy's Virtual Workforce, Computacenter has delivered automation of over 89% automation of addressable activities, and driven an increase in online service interaction from 9% to 61%. The solution is delivering value to clients across 9 European countries in 27 languages, and future phases promise further automation and continual service improvement.



Concentrix

Concentrix Corporation, a global business services company that is a wholly owned subsidiary of SYNnex Corporation, collaborated with a global network and routing company to develop an innovative vision for world-class customer service. Execution of that vision resulted in measurable improvements in critical processes that enhanced the customer experience.

The client came to Concentrix with significant challenges, including a need to simplify processes, increase productivity and improve the customer experience. The client also wanted to move away from the traditional transactional silo processes and create a proactive culture focused on end-to-end service.

Although the contract had already moved to a transaction price, Concentrix offered innovative solutions to share gains in productivity while developing

an elite agent programme to provide concierge service for key accounts. Concentrix builds long-term partnerships with clients by constantly looking for opportunities to increase productivity and improve the customer experience.

After in-depth review and modelling of a sample process, Concentrix demonstrated the root cause of excessive handling times and shared our vision for process optimization, which includes a real-time process monitoring command centre.

Concentrix designed a process that cut expedited order time by 80% and a second process that improved complex quote adjustment by 28%. This first phase aligned with a target productivity improvement of 40% across 50 processes. In addition, cycle time was reduced from 72 hours.

Conectys

Conectys is an outsourcing trailblazer with over a decade of sustained excellence in providing international scale to challenger brands and blue-chip companies. Combining talented multilingual and multicultural teams with effective quality processes and an innovative operating system, ConectysOS - a proprietary BPaaS platform - it delivers new levels of service personalisation, customer satisfaction and profitability.

Headquartered in Romania, Conectys offers:

- 35+ languages
- 1,100 seats worldwide
- Intelligent Automation Technology
- ISO 9001:2008 certification and PCI-DSS compliance
- Industry recognition: over 10 industry awards won

Among its clients are a leading global IPS provider for the hospitality industry and a global designer and manufacturer of sports precision wearables present in over 100 countries.

The main project objectives and challenges were to:

- Understand and adapt to consumer demand in hours vs weeks/months.
- Improve delivery through real-time customer experience insights.
- Improve self-service systems and platforms.
- Omni-channel customer journey mapping.

- Lower cost through manual QA automation.
- Core business focus and savings by increasing outsourcing scope.

Conectys delivered value by:

- Improving transparency through 24/7 access to real-time service level and customer insights.
- Streamlining training, QA, recruitment, and delivery through real-time measuring of consumer satisfaction.
- Upskilling people and focus on high-value, proactive processes, though automation.
- Decreasing expenses by adopting an automation strategy.

The introduction of ConectysOS demonstrated Conectys' shift from a traditional BPO to a high-value process-oriented KPO. The company built trust through full transparency and created a competitive edge for global brands by offering marketing and product design teams the means to identify shifting behaviour in consumer demand and expectations, in real-time.

Client quotes:

"I'm a Conectys promoter" – CEO, Sports Precision Wearables company

"Their genuinely customer-focused approach really can't be bettered." – SVP, Global Provider of Hospitality Internet Services

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EUROPEAN
SERVICE
PROVIDER OF
THE YEAR: SME



ScaleFocus - Winner

Scale Focus AD (ScaleFocus) is a Bulgarian IT consultancy and software development company, founded in 2012 by a group of visionaries with solid background in the IT service delivery and outsourcing sectors. The company started its operations during times when there was a huge diversity of Bulgarian and international outsourcing companies in the information and communicational technologies domain and managed to build its brand on high quality delivery, flexible customer approach and attracting the best talent on the market. Today, ScaleFocus has offices in Sofia and Plovdiv, London (UK) and Munich (Germany). The clients' base include more than 100 companies from the international and local markets. In 2015 ScaleFocus grew to 250 people. ScaleFocus is partnering with the leading technological giants IBM, Microsoft, Oracle, TIBCO, SAP, Cisco and VMware and smaller, yet innovative and established ones.

Major business activities of ScaleFocus are:

- Custom Software development
- Big Data management and cognitive analytics
- Digital transformations and obsolete systems modernization
- Enterprise solutions integration and management
- Implementation of cloud strategies, infrastructure and applications
- Quality control and automated testing

ScaleFocus' competitive edge lies in the highly-skilled and motivated workforce coupled with flexible delivery methodologies and outcome-based contracting practices. ScaleFocus goes the extra mile for its clients, helping them achieve business growth through mixed-shore and remote delivery. For customers seeking top performance, agility and tangible results, ScaleFocus offers great combination of price and talent quality from its delivery centers in Bulgaria.





35+ Awards



340+ Professionals



100+ Clients in **21** Countries

Lasting relations across the world

KEY EXPERTISE



Big data management and cognitive analytics



Digital transformations and obsolete systems modernization



Enterprise solutions integration and management



Implementation of cloud strategies, infrastructure and applications



Quality control and automated testing

Accedia

Accedia is a Professional IT Services company founded in 2012 and specializing in consulting, software development outsourcing and complex end-to-end solutions. The combination of industry know-how, perceptive of new ideas, strong expertise and visionary approach are features that Accedia surely recognizes as some of the main benefits the company delivers to its customers. Accedia's mission is to develop software innovations, being proactive and provide personalized and flexible approach to every client. As a valued partner, Accedia is strongly oriented towards clients' demands by developing long-term relationships which mostly lead to 90% retention and repeat business rate. Accedia is an objective advisor when customers need to choose between different IT solutions. The leading technology areas where Accedia is focusing on are Web Collaboration Portals, Enterprise Application Integrations, Mobile Solutions, Custom Applications

Development, Legacy Systems Maintenance, Business Process Management, Quality Assurance and Test Automation. Growing the company's expertise, maintaining open communication and bringing innovation are vital to Accedia team who always works hard to exceed the clients' expectations. Accedia's track record includes over 70 successful projects for more than 30 customers such as leading financial institutions and banks, Fortune 100 IT corporations, multinational telecoms, large logistics and utilities companies, as well as many digital technology startups. Accedia strategic partners are large vendors like Microsoft, IBM, Oracle, HP, Telerik, VMware, Citrix, Samsung, SmartBear. Accedia has been ranked by ComputerWorld Magazine as one of the Top 3 Fastest Growing ICT companies for 2015 and among the Top 10 IT Consultancy Suppliers for 2014.

Questers

Introduction

Back in 2007 Questers (known as Quickstart Global then) pioneered an innovative approach towards remote IT resourcing with the ultimate mission to inspire innovation within organisations through effective collaboration between global technologists.

Questers connect ambitious business with brilliant tech talent and enable their clients to directly collaborate with the remote teams within a modern high-performance environment. This winning combination offers transparency of costs, direct project management, high productivity, lower risk, greater scalability and ultimately, great results.

Approaches to best practice, governance & innovation

Questers' simple, low-risk resourcing platform allows technology businesses to quickly attract, onboard, and retain full-time resources. Unlike traditional outsourcing, Questers' direct management approach means they take care of all HR, administration, infrastructure,

security, social and employment aspects, allowing their clients to focus on what's important – delivery, while Questers support employee engagement and performance.

Questers are committed to continual improvement, so constantly invest in research and create libraries of HR best practice recommendations based on years of experience and many case studies to ensure their clients' challenging performance goals are reached as effectively as possible. Based on these frameworks Questers help their partners establish good practices and respectively help them refine these if already in place.

Through the years Questers have been working with Investors in people - UK's highest authority in people management, to ensure they have standardized policies in place to develop our people's skills and potential, encourage and enable professional skills progression and improve staff involvement at work.



EUROPEAN
SERVICE
PROVIDER OF
THE YEAR:
CORPORATE



Sykes - Winner

Sykes is a NASDAQ-listed billion dollar organisation with 50,000 employees in 70 centres worldwide. Sykes has over 600 employees in Edinburgh, supporting a national and international portfolio containing many Fortune 500 Companies and household brand names. The Edinburgh team has pan-European management responsibility and, for some clients, an international customer contact role – operating 24/7 and operating in well over 20 languages.

Sykes' strategy is to grow revenue wisely, enhance the customer experience, and optimise the business. That strategic approach is aimed at improving shareholder value, growing revenue, and exceeding customer expectations. The company's ethical and responsible vision is to set the global standard for value-based customer contact management solutions tailored to the unique needs of clients.

For all its clients, Sykes works to exceed agreed performance targets, using a suite of bespoke IT tools to guide best practice and to ensure alignment with its customers own strategies and objectives. That requires management and governance excellence to deliver a seamless service that is calibrated worldwide, across many languages and contact platforms, and from different locations.

Sykes, which opened in Edinburgh in 1995, now has some 31 clients and over £19m in annual revenue.

Its vision "is to set the global standard for value-based customer contact management solutions tailored to the unique needs of clients." That vision is reflected in everything we do for our clients, their customers and our staff.



Ciklum

Introduction

Ciklum is a global Software Engineering and Solutions Company, delivering software engineering excellence to Fortune 500 and fast-growing organizations alike. Ciklum's 2500+ developers located in the delivery centers worldwide, provide its clients with development teams, R&D, IoT, Big Data, Product development and Engineering Consulting. Ciklum works in such areas as travel & hospitality, digital, software, and financial services.

Business Drivers

Our main business driver is the growth of customers. Since 2002, our customers increased productivity by 70% and saved millions of dollars, with 25 of them reaching the IPO stage with Ciklum's development.

Approaches to best practice, governance and innovation

Through the years, Ciklum was always transforming its model of work to ensure both operational and strategic innovation to its customers. We've built an innovation framework guiding our customers from idea to the viable product or service.

Challenges

- Ever changing trends and innovations
- Competitive market
- Lack of trust in outsourcing

Results

- 50% savings compared to clients' local resources
- 90% retention rate in clients' development teams
- Increased customers' productivity by around 70%
- Twice faster time to market of customers' products
- In 2015-2016, organized 1,150+ educational and training IT events in Ukraine, Belarus, Poland and Spain
- 200,000+ US dollars collected for the Ukrainian volunteer military units

"Due to cooperation with Ciklum we've managed to grow two times and that was effectively reflected in our revenue. We were able to grow around 200% in terms of revenue", says Yuriy Lapin, COO at SBTech.

"At Ciklum I gain knowledge collaborating with bigger clients at complex projects. It gives a unique opportunity to design how client's success should look like." Dmitro Vavriv, Delivery Unit Manager, Ciklum

GVK Bio

GVK BIO is Asia's leading life sciences services organization. We blend science with people and technology to accelerate research and development for over 350 clients globally across small and large molecule platforms. Our clients include world's top 10 corporations in Pharmaceutical, Biotechnology, Agrochemical, Electronics and Academia.

Services:

- Integrated Drug Discovery
- Discovery Chemistry & Biology
- Process R&D
- Chemical Development
- Analytical Development
- Formulations R&D
- Contract Manufacturing

Introduction to Medivir

Medivir is a research-based pharmaceutical company with a focus on oncology and infectious diseases. We

endeavor to develop innovative pharmaceuticals that meet substantial unmet medical needs. Our R&D portfolio is based on established and proven technology platform. The pharmaceutical development work is conducted both in-house and through partnerships, usually with global pharmaceutical companies.

Approaches to Best practices, governance and innovation

Best practices at GVK BIO are defined, documented, proven and measurable. They are aligned with the business strategy to ensure cost efficiency, enhanced productivity, timely execution and measurable performance enabling better decision making for our clients.

Best practices

- On time delivery
- Quality Management
- Customer orientation Governance

Itera

About Itera

Listed on the Oslo Stock Exchange, Itera has 27 years of experience in delivering communication and technology services and solutions with great user experience and demonstrable business value.

Our IT Sourcing Model

Itera has operations in Norway and Denmark, and delivery centers in Ukraine and Slovakia. Within the best mix of onshore and nearshore IT resources, Itera provides high quality services to Nordic companies from banking, insurance, finance, public, healthcare, and other industries.

Driving Value

Following the Outsourcing 2.0 shift from a resource pool to competence management approach, Itera introduced its Resource Pyramid™ and 3D Career Concept™ methodologies. These organizational solutions enabled the customers to receive excellent service quality within optimal rates, and get access to Itera's top talents.

As part of its strategy process, Itera worked in 2015 on clarifying its strategic position, which is to create a great user experience for the customer's customer. Itera's customers realized business gains such as increased profitability, improved customer satisfaction, and stronger barriers against competitors. The following is a brief example how this approach worked in practice:

Itera's customer: Norwegian Defense Estate Agency (NDEA)

Customer's customer: Thousands of army personnel

In order to provide accommodations to employees in connection with business trips, courses, and seminars, NDEA engaged Itera to develop a web-based booking solution called "The Basen," with Airbnb as a model. Acting as a full IT service provider, Itera created a solution that helped NDEA's end users confirm accommodations in just one click. Overall processing time was reduced by 97%.

Version 1

Introduction

Version 1 is one of Europe's fastest growing (currently €75m & 730+ consultants) IT Services companies. We are the trusted technology partner to major domestic and international customers across all industry sectors in UK & Ireland.

Project Objectives and Business Drivers

Version 1 bridges the gap between the hundreds of niche firms across the UK and Ireland, which rarely scale beyond 50-60 people, and the mega-global brands and far-shore IT service providers. Our values-based approach to customer service delivered from either on or near-shore distinguishes us from our competitors.

Approaches to best practice, governance and innovation

We have adopted ITIL practices for IT Service Management and are the first organisation in Europe to achieve ISO 20000 and ISO 27001 certifications for our all our managed services across all our customers that operate on a 24*7*365 basis.

Challenges

Our main challenge is breaking the mindset that outsourcing to off shore partners isn't necessarily the most cost effective strategy. Although the initial savings that can be made through offshoring are palpable, what is less obvious are the hidden costs, management problems, instability and miscommunication between the customer and supplier.

Results

We have a proven record of transitioning customers with far-shore IT development providers to our partnership-based, nearshore Development centres. We have consistently helped deliver cost and productivity benefits to our customers through the combination of close co-operation, corporate culture fit, highly skilled talent and cohesive shared governance.

Quote

"Excellent to work with. Professional across all areas, including technical excellence. From a customer care and support point of view, Version 1 is a company that other vendors should aspire to be. As a whole the company is very flexible and always manages to deliver, without impacting on quality or reliability."

Zurich Insurance PLC



EUROPEAN
LAW FIRM
OF THE YEAR



Slaughter and May - Winner

Introduction

Slaughter and May:

- leading international full-service law firm
- 40-strong outsourcing team provides a true 'one-stop' advisory service on challenging strategic sourcings.

RSA:

- FTSE 100-listed insurer
- 13,500 employees serving 9 million customers in over 100 countries
- insures individuals and businesses, including highly specialised and multinational organisations.

Ericsson:

- global leader in information and communications technology solutions
- NASDAQ OMX Stockholm and NASDAQ New York-listed
- customers in over 180 countries.

Project objectives

RSA:

- replace suppliers in UK, Ireland, Denmark, Norway and Sweden
- renegotiate relationship with supplier in Canada.

Ericsson:

- enter into its first contract for the build, delivery and management of a digital stack solution.

Best practice, governance and innovation

Slaughter and May helped RSA by:

- maintaining competitive tension throughout bidding process
- designing a single process supporting four deals across four territories
- managing talent to complement RSA's team
- working closely with best local law firms.

To support Ericsson, the firm:

- applied a common approach across the whole deal
- achieved 'win-win' by working closely and amicably under pressure with other advisors.

Quotes

"Real facilitators... innovative in fitting the contract to the deal... helped us reach what we think are very durable arrangements... Slaughters' international approach worked extremely well for us."

- Group Chief Legal Officer and Company Secretary, RSA

"The oil in the machine of this deal, helping it to run as smoothly as possible."

- Group Chief Procurement Officer, RSA

"Went above and beyond, providing us with the best legal advice we could hope for."

- VP, Head of Legal Affairs, Ericsson

"Delivered major benefits to us by gaining the trust of important senior stakeholders on our side and on the customer's side – vital in getting the deal done."

- Commercial Director, Ericsson



Bird and Bird

- With more than 1,100 lawyers and legal practitioners in 28 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 & defence, retail & consumer, energy & utilities, financial services, healthcare, tech & comms, life sciences, media and sports.
- Bird & Bird's outsourcing team comprises dedicated outsourcing specialists in each of the firm's 28 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.

CMS

Introduction

CMS advised Eurobank on a multijurisdictional IT outsourcing agreement with Accenture. Eurobank group is a dynamic banking group active in eight countries, with total assets of €72.9 billion and approximately 17,000 employees. Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations.

Project objectives and business drivers

The project was designed to support Eurobank group's digital transformation program and enable Eurobank's growth in Southern and Eastern Europe by strengthening service levels and reducing the costs of its subsidiaries' infrastructure.

Approaches to best practice, governance and innovation

CMS is focused on long-term relationships acting as a business partner to our clients over the long term, which means understanding clients' sector, strategy and culture and most importantly being able to offer practical commercial legal advice.

CMS works with its clients often against the backdrop of a challenging timetable and/or complex multi-country projects. CMS is clear that signing the agreement is only the beginning of the relationship and that the success of the transition and run phases are key to unlocking value. As such, CMS spends time on creating good governance to sustain and build a forum for partnership throughout the lifetime of the agreement including to address changes in technology, regulation or business requirements that both parties can value from.

Results

CMS plays a significant role in industry on outsourcing trends and strategy and has advised both customers and suppliers on local and cross-border sourcing, shared services and near sourcing operations, involving a wide range of functions (e.g., information technology, telecommunications, facilities management, business process, call centre, manufacturing, software development etc.).

DLA Piper

DLA Piper's global Technology and Sourcing practice have 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 and we remain the world's largest legal IT/outsourcing practice.

Sourcing is accordingly a key strength for the DLA Piper team around the world having also been recognised and also recognised by the International Association for

Outsourcing Professionals (IAOP) as one of their 2016 top 20 global outsourcing advisors and also as past winners of the European Outsourcing Association's 'Advisor of the Year' DLA Piper continue to feature in the top legal directory rankings across the world, both as leading individuals and teams.

DLA Piper advise on the full range of IT and business process outsourcing transactions. There will, quite literally, not be a single type of IT or outsourcing deal which DLA will not have had experience of.

Herbert Smith Freehills

Herbert Smith Freehills global outsourcing practice is fully established as a firm of choice for major corporates seeking commercial and innovative advice on their large, complex outsourcing projects and disputes. It is frequently asked for strategic advice as well as commercial and legal expertise and are regularly appointed to the senior management teams for client projects to advise on sourcing strategies, as well as legal issues.

Our outsourcing practice has had a phenomenal year. In addition to our new mandate to advise Banco Sabadell and TSB on one of the largest financial services outsourcings in Europe as it seeks to move from Lloyds to a new services platform in a £450m separation from Lloyds, we also won a panel pitch to advise new challenger bank Williams & Glyn on its separation from

RBS described by RBS's CEO, as the most complicated IT outsourcing banking project in the world.

We have also been awarded key mandates to advise leading companies, including Capita, IBM, easyJet, BAT and Transport for London on their major strategic projects. We have been nominated for the FT's Innovative Lawyers' awards 2016 for our work advising Boeing Defence UK on its £100m successful IT outsourcing project to transform the blue light services for Staffordshire Police and police forces nationwide, incorporating an innovative partnering arrangement.

The success and reputation of our practice continues to be recognised externally and in the market, with our outsourcing practice ranked in Band 1 of the legal directories.



AWARD FOR
ADVISORY
OF THE YEAR



KPMG - Winner

- KPMG's Shared Services and Outsourcing Advisory (SSOA) group has more than 1,100 dedicated sourcing professionals in Europe, Asia Pacific, and North America.
- Capabilities stretch across the full lifecycle of strategy to optimization.
- Extensive global business services (GBS) strategy, design, and implementation experience.
- Our advisors have deep functional knowledge in all the major business support functions including technology sourcing, finance & accounting, human resources, procurement, customer, and facilities management.
- KPMG's Advisory member firm network has global reach, with 32,000 professionals across the Americas, Europe, the Middle East, and Asia Pacific.
- Our advisors are supported by a broad set of intellectual property, tools, and industry-leading research, including our quarterly Global Pulse Survey,

which identify and interpret key market conditions, characteristics, and best practices in organisations' usage of shared services, outsourcing and GBS.

- Active relationships with all Tier 1 and 2 vendors, meaning we understand their business, capabilities and limitations, strengths and weaknesses, and who the decision makers really are.
- Our independence from vendors and technologies means we can be trusted to provide unbiased advice to clients, serving their interests rather than our own.
- Access to KPMG International's broader set of global member firm capabilities in risk, transactions, tax, and compliance.

View KPMG's latest thought leadership on the KPMG Shared Services and Outsourcing Institute:
<http://www.kpmg-institutes.com/institutes/shared-services-outsourcing-institute.html>



Aecus

Aecus provides high value outsourcing consultancy and benchmarking services to major European and global organisations. Its strategic vision is to be a market leading “trusted advisor” delivering high quality pragmatic advice and project execution, backed by experience and data. Its goal is to help clients achieve great results through outsourcing, shared services and automation.

Aecus is at forefront of thought leadership and best practice in the outsourcing industry:

- Participation in industry best practice forums
- Aecus Innovation Awards & Showcase
- Aecus “Live Wires” thought leadership
- Recognised in NOA’s 2016 ‘A List’

Aecus champions innovation in outsourcing – a passion for excellence and innovation is at the heart of everything Aecus does – evidenced by the investment Aecus has consistently made in outsourcing innovation research, tools and thought leadership:

- Aecus RPAoutemap 2.0
- Aecus Innovation Framework

- Aecus Innovation Benchmark
- Aecus Innovation Awards & Showcase

In its 3rd year the Aecus Innovation Awards celebrates the best examples of innovation in the outsourcing industry, showcasing how providers and clients are working collaboratively together in new ways to deliver incremental value.

Aecus constantly strives to exceed client expectations, whilst capturing and sharing best practice to benefit the industry as a whole.

“We could not have achieved this positive outcome and reinvigorated this critical relationship with our outsource partner without the drive, expertise and commitment of Aecus.” Brendan Lonergan, Finance Director, Group Manufacturing, Bank of Ireland

“The value Aecus provides is multi-dimensional – Aecus advice has repeatedly helped us to get deeper and quicker benefits from our outsourcing activities.” Nikolaus Kirner, Chief Procurement Officer, Thomas Cook

Elixirr

Elixirr is an independent consultancy with a global reach. Originally an outsourcing advisor, they have now branched out into many more areas, but exceptional outsourcing expertise remains a core capability. Their powerful advisory services bring together deep experience from the buy, sell, advisory and legal perspectives. By truly understanding every angle of the sourcing environment, they help deliver sourcing strategies that underpin business, and achieve significant commercial returns. Elixirr’s client portfolio represents a healthy mix across financial services, retail and sports governing bodies, and their team is composed of experienced consultants and industry practitioners. Elixirr continually strive to adapt and extend their market reach, exceed client expectations and grow in a way that’s sustainable.

Innovation in our Approach to Outsourcing

Challenging ineffective convention is Elixirr’s mission – helping their clients to change the game. They have a

genuinely unique approach to vendor selection. Their award-winning ‘Collaborative Solutioning’ methodology has changed the way clients and vendors engage, driving bespoke higher quality outcomes and reducing timelines compared with a conventional sourcing approach. Elixirr has also developed a ‘Best Friends’ relationship with legal advisors Radiant Law to provide clients with a comprehensive end-to-end sourcing proposition from initiation through to signed contract. As part of their continued focus on business model disruption and digital innovation, Elixirr has established strategic outposts in the heart of the Silicon Valley and London startup ecosystems, expanding their growing network and partnerships within the startup community. This unique insight enhances our outsourcing capabilities by bringing clients together with the latest innovations and technologies, helping large corporates disrupt from the outside in.



AWARD FOR
BEST PARTNER
ECOSYSTEM



AIB - Winner

AIB is a financial services group operating predominantly in the Republic of Ireland and the UK.

AIB's ambition is 'to be at the heart of customers' financial lives by always being useful, always informing and always providing an exceptional customer experience'. The key was doing this was to create a digitally enabled omni-channel bank. Achieving this meant overcoming a number of challenges.

Following the collapse of the Banking Sector in 2008, AIB had to significantly reduce costs and pursue a de-leveraging agenda in order to survive the economic downturn.

By 2012, Dublin was becoming the European technology centre which made it difficult for AIB to attract skilled resources within such a competitive market.

AIB's ambition could only be realised by moving from a traditional in-house delivery model to an outsourced partnership model with four partners (Wipro, Infosys, eir and Integrity360) that would increase agility, reduce risk, provide wider access to resources and capabilities and enable greater business integration and customer alignment.

A number of elements determined a successful for the bank:

- Creation and maintenance of a 'trust centric' and collaborative partnership
- Rigorous and innovative best practice mechanisms to manage the relationships
- Strong focus on quality deliverables and milestones to drive programme momentum

Key results achieved:

- Named 'best bank in Ireland' and 'ranked as one of Europe's best banks for its transformation' by Euromoney
- Winner of a number of prestigious industry awards for exceptional customer experience.
- Increased Net Promoter Score (global standard for customer experience).
- Created a flexible and responsive agile IT delivery service.
- Reduced key risks.
- Right size the IT organisation.
- Greater access to key skills and capabilities.



Ericsson and Turkcell

Introduction

- Turkcell is a regional leader in telecommunications sector by being the market leader in five countries out of nine it operates in (Germany, Belarus, Ukraine, Moldova, Georgia, Azerbaijan, Kazakhstan, TRNC, Turkey)
- Ericsson is a world leader in the rapidly changing environment of communications technology – providing equipment, software and services to enable transformation through mobility.

Challenges

- Major problems in productivity, operational excellence, efficiency and customer satisfaction related business KPIs
- High operational costs

The solution & approach

- Turkcell has decided to establish a dedicated organization for configuration of all campaign, package and service related product development.
- They have chosen Ericsson as a single partner for analysis and configuration of marketing requests.
- Turkcell & Ericsson has established aggressive Kanban based agile teams mainly based on customer segmentation without any corporate identity.

- Agile teams are trained with agile know-how and coached by experts.
- Both Turkcell & Ericsson management first come teams together, trained with agile philosophy and know-how, finally gave high autonomy level to teams.
- Strict SLAs, related with productivity, quality, speed and employee engagement handshaked and communicated with teams.

Results

- Achieved targeted level standardization, automation, process optimization, T2M, well defined catalogue based activities and stress tolerant high capacity organization
- TCO reduction: > 50%
- T2M improvement → %650 (2011→ 2015)
- SLA compliance: > 95%
- Marketing units customer satisfaction score: 50% → 92%

Customer quotes

“With this strategic outsourcing partnership we achieved all the objectives that we have”
Cihan Yıldız, Turkcell Business Operations Unit Head

Miratech

The key differentiator of Miratech's partner ecosystem is its multifunctionality. One single structure helps the company in a variety of areas: it generates a lead pipeline, fulfills an account management function, provides cross-references, contributes to service delivery capabilities, serves as a source of scarce skill and domain expertise, ties together the business and scientific communities, supports the testing and implementation of innovative solutions and ideas, provides teaming opportunities, empowers partners' value propositions, serves as a P2P collaboration platform, and more.

Meanwhile, Miratech's work with scientists and academics at leading universities has enabled the ability to deliver knowledge-intensive and science-driven projects. For example, the partner ecosystem helped the company participate in EU grants aimed at research, innovation, and development. Specifically, Miratech prepared three Horizon 2020 submissions. For this program, Miratech was able to build a consortium of 11 companies from nine European

countries and propose innovative, robust, agile information management architectures for civilian EU external missions. For the United Nations Development Programme, Miratech united three recognized ecology experts and two ecology universities, and engaged them in developing innovative software for greenhouse gas emission monitoring and estimation.

Miratech set up an internal partner department to support and manage partners and partner competence database. Miratech implemented a partner portal with easy access to ready-to-go marketing pieces, success stories, customer references, and partner profiles. In addition, the company conducts regular partner webinars to highlight company competencies, USPs, success stories, and positioning. Miratech organizes two M-Force events for its partners each year to get to know each other, and the company. www.miratechmforce.com These events are unique not least of all because participants sing songs, written by Miratech employees, devoted to the partner ecosystem.



AWARD FOR
INNOVATION IN
PAN-EUROPEAN
OUTSOURCING



Sykes - Winner

Sykes is a global leader in providing comprehensive customer contact management solutions. A new and innovative division is Link Network, a bespoke IT financial service, developed by Sykes in Edinburgh, and which now provides a market-leading financial service for clients across Europe.

Link Network offers an efficient and transparent payments and reconciliation service for both companies in the UK and multi-national businesses operating worldwide. The division supports client trading in over 100 countries, and processes some one million transactions per quarter to an annual value of approximately £20 million.

Link Network allows clients to trade in excess of 100 countries, with 12 EU VAT registered countries, all operating under varying national regulations, and many having different VAT rates.

Sykes is the only contact centre worldwide that provides this end-to-end financial solution that reconciles differing VAT rates, meets all national regulations, and gives clients real-time reports, bank reconciliations and other financial information.

Sykes handles some 50 client bank accounts, with payments usually lodged within 3 to 5 working days and fully reconciled on a daily basis to confirm receipt of funds and to account for currency fluctuations and/or any specific bank charges. Supporting those clients and customers are native language speakers for all principal countries.

Sykes also provides levels of fraud risk management, with fraud levels held at an average of 0.45% over the past two years. For one e-commerce client, Sykes prevented €2.2m of fraud over a recent 12 month period.



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- Right size the IT organisation.
- Greater access to key skills and capabilities.

BP and Olswang

BP has implemented a new and innovative operating model, known as 'Operating Model 2.0'. Central to the operating model is a focus on business outcomes, the speedy adoption of next generation technology, enhanced cyber security standards, and simpler and standard processes, all contributing to a safer, stronger and better BP. To achieve this, BP and Olswang devised a next generation outsourcing structure, a 'fit for purpose' risk-based contract framework and an integrated governance model across BP's strategic IT and BPO vendors.

"The great thing about our new contracting process is that it allows us to act much more quickly than we have in the past; by design this was to enable us to move to the new world of IT that is emerging, however in practice it has allowed us to react quickly to the major change in our business environment with the oil price reducing by half."

Guy Hubball, VP Indirect Procurement, BP

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Cihan Yıldız

Turkcell Business Operations Unit Head

ICB - Interconsult Bulgaria Ltd and Kongsberg Maritime

Introduction:

ICB is a technology partner for market leaders globally. ICB combines its clients' domain knowledge and its teams' development experience to create best in class software.

Kongsberg Maritime (KM) delivers technology solutions for the maritime and oil & gas industries.

Project objectives and business drivers:

KM's objective was to develop a maritime IoT platform to maximize vessel, fleet and operational performance.

Resources in maritime management are expensive. If an 'issue' occurs, teams have to be assembled and taken to the location, thousands of miles away, where analysis is carried out. K-IMS enables 24-hour remote monitoring and diagnostics to be carried out.

Approaches to best practice, governance and innovation

Based on the evaluation of available technologies, including functionality, performance and TCO (total cost of ownership), KM selected Microsoft technologies. KM's solution architects in cooperation with ICB designed the

framework. Web-based applications were developed that provide customizable visualization of data from vessels. The information is already gathered and stored on ship and rig onboard servers. An integrated platform that is able to collect, manage and present the data from was not available on the market.

Challenges

The challenge was to develop a platform for processing up to 40,000 parameters a second, transmit it through a satellite connection to the onshore command centers, and present the data in an easy-to-use format.

The project was delivered in 18 months thanks to KM's expertise and vision, and the agility of ICB.

Results

"Microsoft technologies, combined with Kongsberg Maritime's domain knowledge and ICB experience, proved to be the winning combination for our unique product offering, and enabled it to be on the global market before the competition." says Stein Arne Riis, K-IMS Product Manager, KM.



ICB

SOFTWARE INNOVATION

www.icb.bg / sales@icb.bg / (+359) 2 812 92 16

Your software development team will be ready for you in Sofia

Build a team that works as an undivided part of your company. Have your software projects delivered under your control, at faster time-to-market.

Company:

ICB is a software development partner for companies in technology, engineering, and banking & finance. We have 20 years of experience creating solutions that help our customers achieve their business goals.

With 75% of turnover generated on projects in Scandinavia, transparency is high on our agenda.

Customers:



Competencies:

We do agile software development with Microsoft's technology stack in the following areas of focus:

-  **Business process automation** through low-code software platforms
-  **Custom software development** of on-premise, cloud, and hybrid applications
-  **Software for the Internet of Things** IoT data extraction, processing, and visualization

Technology partners:





OUTSOURCING
DESTINATION
OF THE YEAR



Egypt - Winner

Introduction and Objectives

The Information Technology Industry Development Agency (ITIDA) is the executive arm of the Egyptian Ministry of Communications and Information Technology. ITIDA spearheads ICT industry development and drives innovation thus positioning Egypt as a global hub for technology innovation and business services.

ITIDA champions the industry, boosts Egyptian IT/ITES exports, and supports foreign investors seeking to enhance their global offering from Egypt.

Approaches to Best Practice, Governance and Innovation

ITIDA, in collaboration with industry experts, research analysts and academia, applies market research and best practices in shaping strategies, policies, and programs.

Fostering innovation is at the heart of ITIDA's mission, driven by its Technology Innovation and Entrepreneurship Center. ITIDA has launched Silicon Waha to spread science and technology through six parks across Egypt. The parks will encompass innovation clusters and embrace an ecosystem of

government, ICT companies, academia, research, and entrepreneurs.

Results

Egypt is strongly regaining its position as a favourable global outsourcing destination and is recognised globally as a Primary Destination for Sourcing and IT Services in EMEA. BPO, IT, and R&D outsourcing services has grown exceptionally over the past period, shifting from low-value to high-value services.

"ITIDA has been a successful partner during our growth. ITIDA understands MNCs' needs, advises on best practices and local challenges, and fosters a cooperative and constructive environment."

Frances Woodworth, Head of Egypt Service Implementation, Orange Business Services

"ITIDA shares VIS mission to passionately develop the Egyptian economy and utilize the diverse talent pool. ITIDA has been a strategic partner to VIS throughout a journey of 10 years, sharing the success of creating 4200 jobs so far and offering its continuous support for further growth."

Shahinaz Ghazy, Director, Vodafone International Services



Belarus

Introduction

Belarus is a young country of 9.5 million people located in Eastern Europe. It was formed after the breakup of the USSR. Historically, Minsk was among the main USSR IT centers because of the computer facilities that were concentrated there. Today, the country is famous for its IT outsourcing industry.

Project Objectives

IT companies that delivered software for large-scale international companies, had to implement world-class standards of software production, quality management, and business operation. These high standards were further expanded to Belarus-based enterprises working in other industries. As a result, the Government of Belarus declared IT a foundation of information society and included outsourcing services in the National Strategy of Sustainable Economic Development. Belarus High Tech Park was instituted.

Challenges

Belarusian authorities did not take IT outsourcing seriously. The industry had to prove its importance by earning money for the country, primarily from offshore outsourcing.

Results

The Belarusian IT outsourcing industry significantly contributes to the national economy. Young developers are known for creating the Viber messenger, the World of Tanks game, the MSQRD selfie application bought by Facebook, and other IT projects. Belarus High Tech Park creates 3,000 IT jobs every year.

Quotes

"I am proud of our directors. They are young, educated and creative. I am proud of our programmers, who improve their professional, managerial, and organizational levels from year to year. It is thanks to their talent and efforts that a new industry - software development - emerged in Belarus", said Valery Tsepka, Director of Belarus High Tech Park Administration.

Fiji

Fiji's strategic vision is to pursue customer service outsourcing to grow Fiji's economy and create employment opportunities by harnessing and promoting Fiji's key differentiators.

Key Differentiators:

English Language Advantage:

- Neutral accent
- All lessons delivered in English from age 5

Educational Advantage

- State funded through to tertiary level
- University graduates comprise the majority of the BPO industry workforce

Workforce Advantage

- Low attrition rates
- Contact centres regarded as a prestigious career path
- A very warm and welcoming customer experience
- 37.1% of the population in Fiji is computer literate, compared to India at 15.1%
- One of the highest youth demographics in the world

Cost Advantage

- 60% cost savings compared to the UK and Europe
- Government incentives
- Absence of any weekend or night shift premiums

- Minimum wage comparable with established offshoring countries

Geographical Advantage

- Strategically located (GMT +12), no country begins the day earlier than Fiji

Infrastructure Advantage

- World-class international connectivity via the Southern Cross Cable fibre optic networks
- Extensive choice of direct flights
- A higher ranking in terms of the ease of doing business than the leading global outsourcing services players, such as India and the Philippines

Accolades

- Awards finalist: 2013 NOA Outsourcing Destination of the Year
- Awards winner: 2014 EOA Outsourcing Destination of the Year

"We opened an international BPO contact centre in Fiji in 2009. Fiji did not disappoint. Today we successfully support 14 international brands in our Suva centre. We can confidently say Fiji delivers brand protection at a compelling cost advantage." said Mark Mahoney, Mindpearl's Commercial Director – Asia Pacific.

Sri Lanka

Introduction

Sri Lanka has made steady progress as the global IT/BPM offshoring destination of choice as the global recognition for quality of human capital, eco-system readiness and innovation cited in the Sri Lanka ITBPM website proves the country's prowess as a global outsourcing destination of choice (www.srilankaITBPM.com)

Strategy

Sri Lanka's overall strategic vision to outsourcing The vision of the Sri Lankan Government and SLASSCOM is for the ITO/BPO industry to become the top net foreign revenue earner for the country with an ambitious Vision 2022: \$5 billion in revenue making the industry the largest net export revenue earning industry, facilitating 1000 start ups and employment for 200,000.

Sri Lanka plans to achieve this vision by positioning the country as a provider of optimal value addition, quality, cultural adaptability and complex problem solving capability in the global knowledge service offshoring space (Sri Lanka IT/BPM review report, 2014). Sri Lanka's pool of globally recognized Financial

and Management Accountants as well as internationally acclaimed software engineers ranked 1st in the world for 9 consecutive years in Google's summer of code validates the skill availability to fulfill the national strategy to be a provider of niche services to SME clients in priority markets with a strong strategic fit which is the space which enables a sustainable competitive advantage for the country. Strong government and private sector support which implement vision 2022 by addressing capacity, skill, quality, policy, Branding PR and marketing and Business Process Management validates that Sri Lanka has a unique industry eco-system that has made the country an offshoring destination of choice for the IT/BPM industry.

Results

As per Central bank statistics IT/BPM industry revenue has grown from \$748 million in 2014 to \$850 million in 2015 steadily progressing towards the plan to meet the revenue target of \$1 billion by 2016. SLASSCOM and ICTA data reveals that over 400 start-ups are in operation (Increase from 250 in 2014) and 90,000 employees drive the IT/BPM industries growth (Increase from 82,850 in 2014)





EUROPEAN
SHARED SERVICE
CENTRE OF THE
YEAR



Mercer Services Delivery Centre Poland - **Winner**

Introduction

As part of Mercer's strategy, Mercer Services is accountable for providing exceptional customer experiences and delivering value to clients. Achieving this goal depends on the commitment of each individual colleague at every intervention.

Our objectives and business drivers

Mercer Services simplifies the ways of doing business into a more consistent, high quality experience for clients. Mercer Services represents an integrated delivery model that brings together colleagues from the Service Center organizations from around the world.

Best practices, governance and innovation

The organization continually looks for more and better ways to outperform the competition. Best practices are shared daily through team meetings and town halls where the precursors of the ideas are recognized. Innovation drives the working culture at the Center. Several times, the ideas of the Warsaw-based

colleagues have turned standards adopted in the organization around the globe.

The governance structure in place involves cooperation between local, regional and global teams.

Challenges

As the organization grows and more processes are transitioned to Warsaw, the Centre faces the following challenges:

- Sustainable succession planning
- Qualified resource pipeline
- Continued employee retention and engagement

Results

As the Centre enters its 13th year of incorporation, it enjoys increased levels of interest where more businesses are looking into centralizing activities. The increase in the internal/external client satisfaction and employee engagement scores are evidence of the commitment the team has to operational excellence.



Sykes

The Shared Resource Group (SRG) is a unique 300-strong division within Sykes UK, providing multi-lingual support for over 30 UK and global companies, across a variety of sectors.

The SRG provides a business model that perfectly suits companies who may have significant differences in traffic levels during the year, or companies with smaller call volumes but who require technical support across multiple languages.

By sharing expertise across sectors, Sykes' SRG is now a leader in cost-efficient contact management services across Europe. While other outsourcing companies offer Bureau-type services, Sykes is the only company which specialises in hi-tech expertise across 20 plus languages, providing 24/7 support tailored to each client's specific needs.

The SRG has built a high level of diversified experience to create best practice models, supporting over 50 different clients throughout the past 20 years - 35+ of which are still with Sykes' SRG or who have moved/expanded to Sykes elsewhere globally.

Further endorsing our service excellence, the average tenure of our clients exceeds eight years, with many clients still with us after 12 years. Additionally, our client satisfaction surveys offer compelling endorsement.

Sykes' vision "is to set the global standard for value-based customer contact management solutions tailored to the unique needs of clients." That vision is reflected in everything we do for our clients, their customers and our staff – and best reflected in the entirely flexible service offered by the Shared Resource Group.





AWARD FOR
CORPORATE
SOCIAL
RESPONSIBILITY
(CSR)



IBA Group - Winner

Introduction

The project Promotion of IT in Belarus among People with Disabilities was implemented by the IBA Training Center, a member of IBA Group, one of the largest IT companies in Eastern Europe.

Project Objectives

- Prove that disabled people can work in IT jobs
- Foster integration of vulnerable groups in the labor market through the use of digital communication tools
- Increase awareness of disabled people about new information technologies.

Approaches to best practice, governance, and innovation

It was the first IT education project for disabled people in Belarus. IBA Group cooperated with the national association of disabled people and the Ministry of Labor of Belarus.

IBA Group applied new technologies of IT and distance learning.

Challenges

- Many of the disabled were unable to attend in-class trainings. IBA Group organized distance education
- The candidates had different levels of computer

proficiency. They were split into sub-groups with similar knowledge levels

- Employers did not show interest in disabled people. IBA organized a national contest in system administration among disabled people to attract potential employers.

Results

- 120 disabled were trained, including 89 remotely
- 45 graduates participated in the semifinal of the national contest in system administration and 10 in the final
- 6 project participants found jobs.

Quotes

"After I completed the course Essential System Administration for people with disabilities, my life has changed."

Evgeniy Vasiliev, project participant from Vitebsk, Belarus

"The course helped me a lot. Addressing all, I would like to tell you not to despair, and to believe in yourselves and your capabilities."

Alexander Makarchuk, project participant from Borisov, Belarus.



Spi Global

2015 is the fourth year that SPi Global, a full-service Business Process Outsourcing (BPO) company is observing its Corporate Social Responsibility (CSR) Day. Dubbed “Power to Inspire,” the program capitalises on employee volunteerism with the simple goal of making a difference in its communities. In four years, the company achieved 187,736 volunteer hours, impacting the lives of 56,522 children beneficiaries globally.

To sustain initial efforts and put a new spin on how the company celebrates its annual CSR Day, a fun yet meaningful activity for 20,000 employees was organised. The goal is to strengthen the bonds with their peers and superiors, and contribute to the CSR Day fund.

The activity, I Got Green, was launched with the following objectives:

- To help employees raise PhP2million (€40,000) for CSR Day;
- To forge a fun activity among employees, peers, and superiors;
- To raise awareness and expand support for the company’s CSR initiatives through social media and
- To deliver 60,000 hours of community service from 20 global sites in just one day.

With the success of I Got Green, this year’s CSR Day achieved the following milestones:

- Exceeded the target of raising PhP2million (€40,000); total funds raised reached PhP5million (€100,500).
- Successful CSR Day with a record of 68,358 employee volunteer hours delivered, versus the 60,000-hour target. This year, beneficiaries reached 17,000.
- Heightened awareness and support for the company’s CSR initiatives, paving the way for more employees, together with family and friends, volunteering for CSR Day.
- Forged a stronger bond between employees and site leaders.





OUTSOURCING
WORKS – AWARD
FOR DELIVERING
BUSINESS VALUE
IN EUROPEAN
OUTSOURCING



TCS - Winner

The National Employment Savings Trust (NEST) Corporation is an executive non-departmental public body in the UK, sponsored by the Department for Work and Pensions. It is the independent Trustee for the NEST scheme, which ensures that all employers have access to low-charge pension provision. Through this scheme, employers can auto-enrol all eligible workers for workplace pension.

Service Provider:

Tata Consultancy Services (TCS) is a global leader in IT services, digital, and business solutions that partners with its clients to simplify, strengthen, and transform their businesses.

NEST's key objectives were:

- To implement a nation-wide low cost auto-enrolment for employees
- To ensure the maximum coverage of eligible employers in the UK
- To provide employees and employers (members) access to self-service digital channels, enabling lesser costs and empowering consumers

Key challenges in executing this programme:

- Large number of employees from small and micro businesses leading to significant increase in volumes (effective FY Q4 2015-16 onwards)

- Completely different Employer profile, with small and micro employers requiring support from pension providers

As a best practice, TCS introduced following products and services that are FIRST of its kind in the UK pensions industry:

- Opt-Outs through IVR for members
- Implementation of True e-Pension Scheme
- Live Web-chat as an Omni-channel customer service delivery
- Web Services to integrate with Payroll provider's software
- Free online hub (NEST Connect) for intermediaries to connect with NEST

Results:

- Optimisation Operational Cost: 90% reduction in manual work, through changes in process design of potential match cases
- Improved Efficiencies: 88% reduction in end-to-end cycle time through process simplification
- High NPS: ~100% increase in the NPS in the last year
- Recognitions: Enabling NEST market leadership position in the UK pension industry



OUTSOURCING WORKS – AWARD FOR DELIVERING BUSINESS VALUE IN EUROPEAN OUTSOURCING

BULPROS

BULPROS built and implemented a project, with end customer - one of the biggest health insurance companies in Germany.

This project is about bringing to the market mobile (iOS and Android) and web Apps, which allow the customers of the Health Insurance Company to collect points when doing sport (automatic, assisted and manual entry possible) and to exchange the points for products from the online shop, part of the same project. The sense behind the project is to encourage healthy lifestyle and offer in exchange rewards/reduction of the annual health insurance costs.

In the delivery process of the project were involved companies from the countries: Germany and Bulgaria (BULPROS). Bulgaria and especially BULPROS, as an IT company, were selected for the next main reasons: expertise and competences in IT and software development, experience in outsourcing and knowledge about DACH market. Also, the dimension of the BULPROS Company was adequate for the extremely shorts deadlines.

The project timeline was extremely aggressive. The project began with a high level idea only and a fixed Go Live date coupled without press announcement/marketing campaign, which implied zero flexibility of the deadline, at the same time initially unclear/flexible scope. Additionally, the customer operates in a very complex legal and political environment, where the

protection of the personal data is a paramount which introduced additional complexity and stress due to late changes of requirements.

The Project itself was very innovative with a big scope and impact on the society, taking in consideration that the client was one of the biggest health insurance companies in Germany.

The major aim of the project was to build a positive image of the Health Insurance Company and to encourage young people to do more sports and exercise to live healthier. Also part of the marketing strategy of the company was to engage more their clients. Starting from January 2016 till the moment the result is: more than 20K registered users, who each month submit thousands of information and different types of activities. The number of active users is increasing.

The project was delivered following a complex, adapted Agile Scrum technology without a plural Product Owner at the customer side, plural Project Management coordinating nearly a dozen of organizations, a Project Manager/Scrum Master and an Architect on the side of BULPROS.

The development team varied, but was on average about 35 people divided by technology and area of application: iOS (Swing), Android (Java), Front End (HTML5, JavaScript), Back End (Java, Alfresco, KonaKart), Servers and related (RedHat, PostgreSQL, Alfresco, KonaKar, etc).

Concentrix

Concentrix Corporation, a global business services company that is a wholly owned subsidiary of SYNnex Corporation, developed a new tool connecting the telephony system of a major brand in the technology production sector with their knowledge base and case management system.

While the tool was developed to reduce average handle time (AHT), the Concentrix solution also yielded significant additional benefits. In solving one challenge for the client, Concentrix staff seized the opportunity to provide a tool that advanced multiple delivery elements.

In addition to achieving the initial objective of reduced AHT by 15%, the project also:

- Increased agent productivity by 28%
- Developed integrated reporting
- Lowered process violations by 27% and reduced related costs.
- Lowered development and deployment costs for new processes through a modular approach, reducing initial rollout cost by 52% and subsequent costs by at least 25% for each module deployed
- Established flexibility for other lines of business through innovative modular approach

The project represented a milestone in the client's operation when they realized the huge potential for future improvements in customer service quality and reduced costs through consolidating data bases.

DDC Outsourcing Solutions and Brandbank

Business Objectives – 15%

Brandbank were exploring outsourced data capture providers for their product label data capture activities that they were completing in-house. Brandbank CEO Rob Tarrant, explains that the initial objectives of the project were as follows:

- Create flexibility for large peaks in business
- Improve quality levels
- Growth into other countries / languages

DDC helped them to realise all of these objectives, which in turn allowed them to focus on their vision of growth into the global market. Brandbank could see potential significant growth within the global market for their proposition but as a small business at the time, financial restrictions and resources were a barrier. Partnering with DDC enabled a lower cost model and added a significant operational resource. With our support, Brandbank were able to realise their strategy and take on what seemed impossible projects in order to develop their offering within new countries.

Examples:

- Thailand – needed 20+ agents within 2-3 weeks. DDC setup and managed a remote capture team to cover this language.

- Turkey - 30 agents within 2 weeks – setup in our Sarajevo office.
- Belgium – Dutch/French – 16 agents needed within 2 weeks.
- Italian – 24 agents within 3 weeks.
- Germany – 24 agents within 10 days.

Project Overview – 10%

When the time came to move into other languages, DDC felt that our base in Sarajevo would offer the best solution, due to the amount of multi-language skills we could obtain from near native candidates and the number of language universities within Sarajevo.

Transparent communication is a must. Brandbank team members are welcome at any of our global sites and regularly visit with their customers. We see our facilities as an extension to Brandbank's operation, and we have a very strong relationship at all levels, from MD down to team leaders at an operational level. Everything we do is in real time 24/7, so every action and every keystroke is visible to the client at any time.

There have also been situations where we don't have the relevant language capabilities but we have sourced these services through our own partner network. We have managed Latvian and Thai projects for Brandbank in this manner.



OUTSOURCING WORKS – AWARD FOR DELIVERING BUSINESS VALUE IN EUROPEAN OUTSOURCING

Elixirr

Introduction

Elixirr supported a major fashion retailer in the renegotiation of a new global support agreement with one of their strategic partners. The deal extracted significant value from a legacy agreement resulting in substantial commercial savings, including around a 40% saving against the projected spend, and an enhanced service model.

Project objectives and business drivers

The fashion retailer is undergoing an unprecedented level of change within the business as part of aggressive growth plans for UK and international expansion.

To support this vision, the retailer is transforming its IT estate with the introduction of new Trading and eCommerce platforms. They required a new Strategic Support Partner (SSP) to support them in this journey, as the current agreement was set to expire in early 2016.

Approaches to best practice, governance and innovation

Elixirr’s approach to renegotiating the SSP agreement was built around three distinct phases of Plan,

Negotiate and Contract. During this process the strategic partner’s performance was evaluated on a weekly basis to inform a Go / No-Go to market decision.

Elixirr acted alongside the client deal team to renegotiate and facilitate the contracting of the support agreement, providing the project with innovative best practice to bring the latest thinking from the market.

Challenges within the project

Several factors contributed to the complexity of this deal including tight timelines and the strategic partner’s ongoing service management commitments to the client.

The commercial challenge focused on achieving the best price for the deal while also driving improvements in the existing service model.

Results of the project

The new deal extracted significant value from the legacy agreement, delivering substantial commercial and service benefits. This included a new integrated support model, a Relationship Charter aligned to the client’s values and enhanced digital capabilities to support rapid and agile delivery.

EXL and British Gas - Plan Assist

Background

EXL manages the “Early” debt journey for customers of British Gas, one of the leading energy utility companies in UK. As part of the debt collection strategy any account which has debt outstanding for more than a specific period of time progresses to a stage where legal course is initiated on the account. This stage is called as “Warrants”. At this stage, a credit account is converted to a prepaid or Pay as you go account.

Opportunity

In order to execute a warrant on an account, there are several processes that work in the background. One of the most critical processes is the “Warrant Planning” process.

A planner has to work through several highly complex logistical processes in order to plan and execute a warrant. After gathering information the planner identifies accounts on which warrants need to be planned, basis a certain logic defined by British Gas

Due to the complex nature of process layout and inputs, we observed processing errors from the planners which impacted overall efficiency of the process.

Solution

We created a solution which went beyond mere automation of the process. The following process improvements were delivered through this automation project:

- Improve the warrant execution rate
- Eliminate/reduce processing defects
- Eliminate/reduce dependency of field representatives on associates for any information
- Create a robust communication platform

Leveraged used to deliver the project:

- Technology
- Predictive analytics
- Lean production management

EXL and British Gas - Insights 2.0

Many organisations undertake ad-hoc analytic projects to find meaningful insights in vast volumes of data.

Probability of discovering previously unknown insights is high; however, the impact delivered from these projects is still low.

EXL realised that the gap between analytic projects and business impact is less because of the quality of analytics methods; it is more because analytics still sits outside the business instead of truly embedded in day-to-day operations.

To bridge this gap and truly embed analytics into day-to-day operations, EXL implemented Insights 2.0 framework which is a continuous, strategy-driven, analytics approach to maximise customer and business outcomes.

To make Insights 2.0 a success, EXL focused on all aspects of its implementation:

Process: Insights 2.0 touches British Gas's business

processes at each stage of operations from work intake to processing and output which help the operations team to answer what, why, how, and when of business delivery.

Team: To marry domain expertise with analytics, a domain expert (trained on analytics tools and techniques) leads this team along with six analytics resources.

Stakeholder buy-in: A 3-day Champions Training for operation leaders was conducted to ensure stakeholders appreciate the potential of analytics in improving operations and view analytics as a way of working.

Governance: A strong governance mechanism between the embedded team, internal stakeholders and British Gas has been set-up to ensure that all interventions are properly documented and reviewed.

Within first eight months of implementation, this framework has delivered 29 actionable insights that have delivered business value worth £2.7 MM.

Intelenet

Intelenet Global Services (IGS) is a leading global Business Process Outsourcing provider of transformation, consulting and outsourcing services. With nearly 55,000 employees operating from 100 delivery centres spread across 8 countries, Intelenet serves over 300 blue chip clients in UK, Europe, US, Middle East, The Philippines & India. We have many renowned clients that have stood by the organization and have evolved into partnerships that have gone on for more than a decade.

Ebookers is one such client that Intelenet is proud to be associated with. Ebookers is serviced by Poland and India offices of Intelenet Global Services.

Business objectives

The business case for this project was that in 2014 all markets except Germany and Austria were delivering main Key Performance Indicators (KPIs). However, Germany and Austria was suffering from low scores in Sales Conversion KPI. Therefore we decided to launch dedicated program to improve Sales Conversion scores as this KPI is directly driving Ebookers revenue.

In this nomination we would like to focus on the performance delivered by Polish Team on the Ebookers German and Austria markets. The journey began in January 2010 with a team of 20 that has evolved to more than 100 team members. The team delivers high quality and customer focused services for the online travel bookings of airplane tickets, hotels and car rentals.

Ebookers operations in Krakow cover four main markets:

- 1 Germany & Austria
- 2 Switzerland
- 3 France
- 4 Netherlands & Belgium

Krakow is multilingual hub for global outsourcing, rated no. 1 in Europe and 9th in World as per Tholons 2016 Top 100 Outsourcing Destinations Report. There is highly educated and qualified workforce available in all European languages in once city of Krakow. Low attrition, committed employees and support members, guarantee stable and above expectation performance. There is significant cost reduction compared to in-house operations.

Imperia Mobile

VBOX7 is the largest video sharing entertainment portal in Bulgaria. VBOX7 is owned by Netinfo - a leading Bulgarian digital media company, now part of Nova Broadcasting Group.

Bold statements like the one in the title need to be backed and we would like to do so with some relevant data.

According to Gemius, in May 2016, shortly after the new app release VBOX7.com was the mobile leader in Bulgaria with over 1,000,000 mobile users and tops the chart of the most visited domestic websites alongside with a leading e-mail service.

Business objectives

Overall business objectives of undertaking the outsourcing Netinfo has introduced the web mobile version of VBOX7 in 2012 and has deployed its in-house-produced native apps for iOS and Android in March 2014. For the next major app version Netinfo decided to involve a partner with focus on mobile solutions outsourcing – Imperia Mobile.

The outsourcing project started in September 2015.

Netinfo has set the following business objectives:

Align the revenue share with the digital channels. VBOX7 visitors' segmentation has reached the critical point where the number of mobile users significantly prevailed over the number of desktop users.

Improve the revenue stream. A high-quality native app would tremendously increase the user engagement and would attract new users.

Laying the foundations for VBOX7's own content production. VBOX7's vision is becoming more than a video

content sharing platform. The company managed to produce and deliver viral video content and become a true entertainment media competing with the traditional broadcasters.

The business case for outsourcing

The business case for outsourcing the mobile apps development was carefully evaluated by Netinfo. The company had assessed its capabilities in terms of understanding of the mobile app space and the required internal resources. The conclusion was that there was a need for a solid partner to help them bring to life their vision for the product quickly, effectively and at cost. After evaluating the ITO service provider market the choice fell on the market leader – Imperia Mobile.

Project overview

Scope

We produced native mobile apps for iOS and Android with no compromise to the mobile solution quality based on the following services:

Solution Design: the mobile solution architecture took into account the specifics of delivering multimedia content across low-performance networks and mobile devices.

Solution Development: apps development, back-end integration, testing, performance tuning and publishing for 4 different mobile apps.

DevOps: Netinfo has outsourced all the post-production activities to Imperia Mobile, including support, release management and deployment.

Intetics

Business objectives:

The geospatial segment that Intetics works with was until recently owned by a major telecommunications company, and currently managed by an automobile conglomerate. The telecom giant needed ongoing help with data collection and processing to keep operations afloat and remain profitable. Their challenge was two-fold: they needed scalable resources, and they needed secure, dedicated resources in Eastern Europe without building their own captive center. The telecom company needed a partner able to take on some of their business processes, and improve them.

Intetics responded by developing a new outsourcing model called Remote In-Sourcing. The model allowed Intetics to build teams that are specifically staffed for the client's needs. These teams were 100% dedicated to the client, and the client gets input when their team's staff is hired. This model creates a direct extension of their in-house staff: a remote team that was created specifically for this project, yet the client experiences much less risk and more cost efficiency. The risks eliminated with this model includes loss of knowledge, loss of control, cultural compatibility, and low employee morale, among others. The client was also able to experience significant savings of up to 60%, because of reduced infrastructure and logistical costs.

Project overview:

The project's main distinction is that it began as a cost-savings opportunity for the telecom giant. As the product improved with Intetics' partnership, the geospatial segment became one of the most profitable and largest segments, eventually leading to a profitable sale of the segment. Simultaneously, the project spearheaded a geospatial knowledge revolution in GIS, with Intetics becoming the thought leader on the subject in Eastern Europe.

The project was distinct from traditional outsourcing experience. From day one, Intetics approached the project with 100% client satisfaction mindset. As a result, Intetics developed a new business model to show the client that the teams they will get only work on their project exclusively, and that they will also become a remote extension of their existing team. The resulting team was built and continues to operate in Ukraine. This model, along with the quality work returned by the Ukrainian team, is what convinced the mapping company to stay with Intetics for eight years, and what convinced the new owners to retain the team and expand in the coming years.



OUTSOURCING WORKS – AWARD FOR DELIVERING BUSINESS VALUE IN EUROPEAN OUTSOURCING

Miratech

Objective

The world financial crisis, which originated in the USA in the second half of 2008, reached the Ukrainian banking system in the beginning of 2009. According to National Bank of Ukraine (NBU) data, as of 2009 the total annual income of all Ukrainian banks was UAH 143B, while total expenses were UAH 181B. To survive, banks had to make dramatic reductions in their expenses including in IT.

Yet, in the last 10-15 years, modern IT has become crucial for any bank's success. Thus, in 2009, Ukrainian banks faced the "3 Rs problem," which seemed impossible to resolve: to simultaneously Reduce IT expenses by at least 30%, minimize IT system failure Risks, and maximize the information security level and end-user IT support Range."

Project Overview

The 3 Rs challenge was complicated by the immaturity of the Ukrainian outsourcing services market.

So, during the first half of 2009, most banks continued down the familiar path, and announced standard tenders for spare parts and consumables, simply seeking the lowest-cost solutions.

Miratech, founded in 1989, by 2009 had extensive international experience in the successful completion of IT outsourcing projects. As such, Miratech was the only vendor that proposed ITO and SLA to the Ukrainian banks. Since Ukrainian customers were not ready for ITO, cooperation always started with small pilot projects.

SoftServe and Outcomes Based Healthcare (OBH)

Outcomes Based Healthcare (OBH) is a London-based company offering specialist advice, tools and technology to help commissioners and providers make a reality of value-based healthcare strategies and outcomes-based contracts, tailored to specific populations and pathways.

OBH contracted SoftServe to help build the front and back end of a native Android application that could both gather Patient Reported Outcomes (PRO) data through a well-designed, usable interface, but also gather large volumes of sensor data in the background.

The SoftServe team:

- Identified to successfully overcome all the issues caused by the Funf platform limitations
- Significantly reduced the memory and battery consumption of the smartphone

- Developed a clickable user interface (UI) for the application
- Set up the required connection between the application, Parse, and Amazon Web Services, allowing OBH to have access to the data collected
- Ensured that all privacy and security concerns were addressed in accordance with the Data Protection Act

The OBH Sense360 project is currently a research project, but the future of outcomes based commissioning depends on finding a scalable, reliable and reproducible method of measuring outcomes that requires minimum user input. On an industry level it could revolutionise and accelerate the transition to value based healthcare, and for OBH it would provide an additional scalable source of revenue and position them as a leader in the industry.

TELUS International and PayPal France

At TELUS International Europe, we enable customer experience innovation through spirited teamwork, agile thinking and a caring culture that puts customers first. Leveraging these values we are proud to have established over the years a trustful, strong and long-term oriented business relationship with all our Clients. We have selected our strategic partnership with PayPal France to demonstrate our excellence in delivering business value in outsourcing.

As a global online payment provider PayPal wanted to increase and encourage cross border selling. To achieve that goal the Client designed a special Free Return of Shipping program (FRS), intended to refund end-customers for the shipping cost in case they return the product to the Merchant. At the beginning of our collaboration PayPal was experiencing significant issues with the claims process affecting both customer experience and the connection between merchants. The Client's platform and processes for managing reimbursements were not agile and flexible enough and there was no standardized process for connecting merchants for potential collaboration. The Client needed an experienced partner that could design a complete business operational model and was capable of offering an end-to-end solution in terms of technical infrastructure, design of new operational processes and new streamlined claims processing work-flow that would minimize fraud risk, while supporting in a flexible way the growth and the business success of PayPal Clients (Merchants).

The core objectives and goals for TELUS International Europe in the context of this partnership were to propose, design and ensure:

- A tailor made, efficient and reliable customer experience to PayPal worldwide network of Merchants and End Users Clients by designing a sustainable business process
- A unique end to end one stop shop delivery model from a single delivery location ensuring scalability in terms of languages and number of FTE's
- A customized fraud investigation system and CRM tool to ensure appropriate handling, validation and control of the claim request process

PayPal received not only a BPO solution from TELUS International Europe. The objective was for us to transform the business model by applying our proven TRANSFORM-FIX-LIFTSHIFT approach. TELUS International Europe acted as trusted advisor and integrator by recommending Zendesk (strategic partner of TELUS) as a main CRM tool and by engaging with a third party IT partner to design a customised new front-end customer tool.

In order to meet the needs and requirements of PayPal Clients, TELUS International Europe had not only to elaborate a tailored solution and customized interface that would engage strong internal knowledge, experience and optimal allocation of resources but also to propose a model that would focus at reducing the average handling time of the claim process.

WNS and British Gas

Business objectives

WNS has a long-standing relationship with British Gas (BG) for over 11 years. The engagement started on an FTE based model where the focus was on the input, i.e. the number of agents working on a process. Around five years ago, this engagement transformed into a transaction-based model, which focused on efficiency gain. This model was largely focused on generating maximum output, whereas, British Gas was aiming for the end-customer delight.

The primary objectives to undertake the business was end-customer delight and reduce certain costs — such as peripheral or "non-core" business expenses, high taxes, high energy costs, excessive government regulation / mandates, production and / or labor costs.

In June 2014, WNS proposed a new pricing and operating model, the Customer Account Based Pricing (CABP) which paved the way for a complete reorientation of the process towards BG's business priority of "customer first." With the CABP model, WNS re-engineered processes to take complete ownership of the customer journey so as to have a direct impact on customer outcomes. In this innovative model, the impact was to be measured on positive end-customer outcomes / scores, instead of transactions completed. The challenge was that the process has to be efficient and effective at the same time from the end-customer stand point. Whereas, in the transaction-based model, the focus was on process efficiency and not on end-customer delight. Discussions between British Gas and

WNS were about 'volume' and 'clearance' driven, and not about end-customer centricity.

Project overview

For the CABP model, all major processes and workflows were reorganized into customer journeys, for example, meter reading, billing or home move. WNS created a framework whereby BG can get an end-to-end view of Customer journeys. WNS devised a governance structure where there is collaboration across various parts of the supply chain which never existed before. More importantly this model completely changed the behavior and quality of discussion between client and WNS. This model was about driving the right behavior on the operations floor and a movement from a transaction based mindset to a customer outcome based mindset. This was a major step as WNS was now responsible for providing insights and also for the outcome of processes or activities beyond its control.

One of the key factors to deliver positive customer outcomes was to eliminate exceptions in the customer's journey and make it more effective. This model benefitted both commercially and operationally. For example, during a home move, there could be a delay in meter installation and hence pose a break in the customer journey. With the CABP approach, there was now added emphasis on the elimination of these exceptions. It gave British Gas a unique ability to track and measure customer experience across all touch points in the customer journey.



OUTSOURCING
WORKS –
BULGARIA



Imperia Mobile - Winner

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