TRANSITIONING TOWARDS PERFECT SOURCING

RAVENS AIT ISLAND | 5ᵀᴴ & 6ᵀᴴ JULY 2022

CONTENTS

The Making of the Festival of Sourcing

As we emerged from the pandemic, we had a vision for a very different kind of event – something very distinct to the traditional conference. The world has changed, and we believe the work we do for our members and with our members needs to reflect that. We wanted our first face to face event post-pandemic to be a truly immersive experience, jam-packed with thought leadership, numerous opportunities to network and socialise, in an open and airy environment. An industry focused festival offered the perfect solution.

From the outset we wanted to create an immersive festival vibe and very much steer away from the usual corporate feel of GSA events we've had in the past. We asked delegates to wear casual attire, and we had lots of great feedback on how this made everyone feel relaxed and broke down the stereotypes of the usual corporate event. Turns out you can still engage in great content and make numerous valuable connections in a Hawaiian shirt and a flower crown!
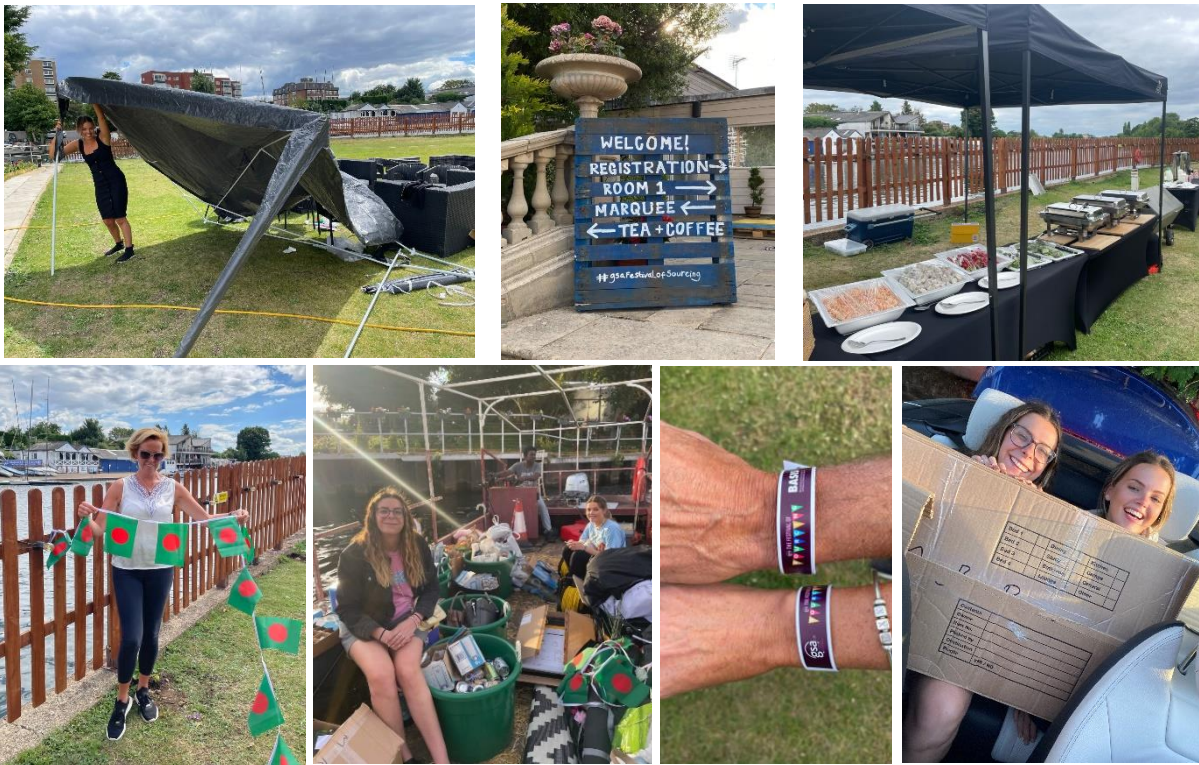
It was important to us for this event to be sustainable and endeavoured to locally source as much as possible. We sourced hay bales from a local farm to use as seating, recycled wooden pallets for signage and tabletops, marquees hired from a local supplier and flowers from local florists. Our food and drink options were all sourced from local suppliers – using a local Bangladeshi restaurant (Deea) for lunch and dinner and a local brewery and distillery (The Big Smoke) for the drink's reception on day 1 and a local catering company for lunch on Day 2. All food and drink were served sustainably with bamboo plates and cutlery and served in a 'street food' style to enhance the festival experience!

Hosting the Festival on Ravens Ait Island was not short of hard work, with all supplies having to arrive on the island by a small boat. The team spent a few days setting up the event and creating the perfect festival ambiance – I think we completely underestimated how much

hard work and teamwork would be involved in bringing the supplies (including 40 hay bales weighing up to 25kg each!) over to the island. Despite the work involved, spirits were high and it was a great team building initiative and a lot of fun watching our vision come to life and creating the Festival we are so proud of.
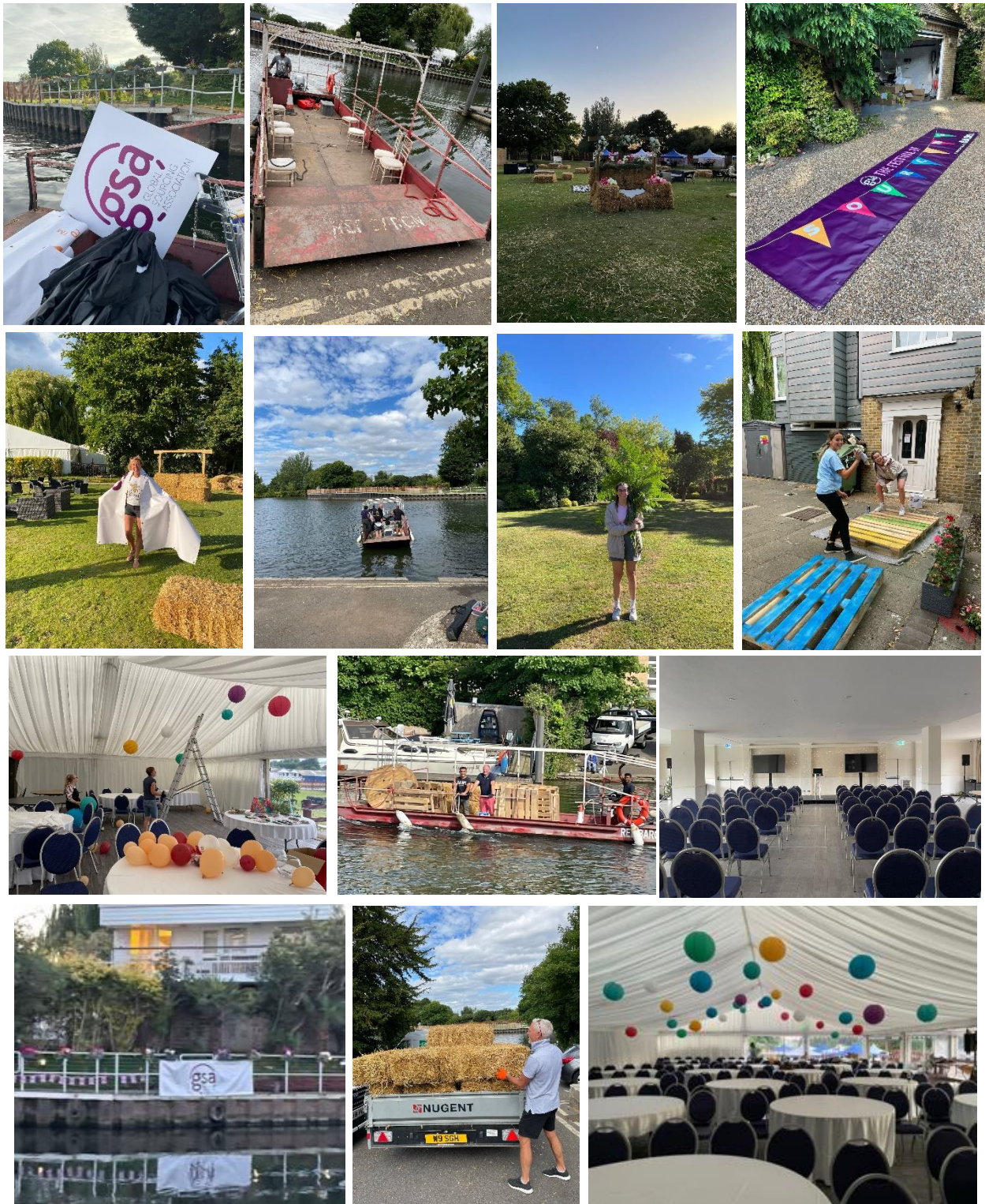
The Festival of Sourcing Partners

Without our partners, all of this would not have been possible. A huge thank you to our headline partner Bangladesh and BASIS, who are putting Bangladesh on the map as a delivery destination. Thank you to our destination partners BPESA from South Africa, FPT Software from Vietnam, IT Ukraine Association and EDB Mauritius, all potential solutions to the global talent crisis. Thank you to Meta for leading the charge in Supplier Diversity alongside the Council for Supplier Diversity UK. Thank you to Claus.ify who are on a mission to make contracting more simple and secure. Thank you to Open Dialog who are leading the change in conversational AI.

We would like to extend a special thank you to our Technology Partner, Intetics. The team at Intetics, based in Ukraine, developed the GSA Festival of Sourcing App, which allowed

delegates to view the Festival agenda and shape their own agenda from it, take a look at speakers and their bios, view our partners and go directly to their websites, view useful information on the event and venue and create their own QR code to facilitate easy networking.

Weekly meetings between the Intetics team in Ukraine and the GSA team in the UK to collaborate on the app and the app delivers top level functionality. This is just the beginning for the GSA Events App as it will be a permanent solution for all our events in the future.

The Festival of Sourcing Stages and Content

We created stages for all of the main topics impacting the industry right now; Strategic Sourcing, Contracting, Customer Experience, Talent & Open Talent, Sustainability & ESG and Technology. We filled these stages with the best content and speakers for each of the topics in the form of quick-fire keynote talks, fireside chats, panels and deeper dive breakout sessions, all allowing time for Q&A from the audience.

An Introduction to Perfect Sourcing
Kerry Hallard, CEO of the GSA
Chris Halward, Executive Director of Professional Development at the GSA

Perfect sourcing is the nirvana that we are working towards as an industry. We opened the Festival with this keynote speech on the business value that perfect sourcing can deliver to organisations. Today organisations can source any service from anywhere in the world but doing it well is a very fine art that delivers immeasurable benefits. We signposted the audience to everything they need to be thinking about as they progress on their own journey to perfect sourcing.

An Industry Influencer View of the Current State of the Industry
Tom Reuner, Senior Vice President at HFS Research
Nitish Mittal, Partner at Everest Group
John Sheridan, The Hackett Group

Our industry influencers discuss the hot topics of the industry right now. What is the biggest positive trend to come out of the past few years? What have we learnt from our partnerships during the pandemic? How will the impending recession impact the global technology and business services industry? Is there such thing as perfect sourcing?

WATCH HERE

Procurement Transformation Programmes at Zurich
Mara Green, Senior Business Partner | Shared Services & Finance at Zurich

Delivering sustainable transformation during an era of change is both a challenge and an opportunity which, if delivered successfully and timely, can allow an organisation to continuously gain competitive advantage and enhance their offering to their customer base. How does an organisation need to adapt and what are the fundamental shifts to allow utilisation of enhanced capabilities to ensure future relevance? How can an organisation

have a supplier landscape that can independently deliver change and efficiency at pace in order to improve existing proposition?

Leading Through Hyper Growth – How the All Blacks Helped
Chris Halward, Executive Director of Professional Development at the GSA
Steve Dennis, Director at CGI

CGI Policing is one of CGI's most success businesses. In recent years its growth has been stellar – and it is set to continue growing. CGI Policing Director Steve Dennis, and Chris Halward of RQV will talk about the challenges such growth has presented and how the All Blacks rugby union team is being used as a model for supporting the leadership team addressing challenges such as communication, staff retention and attraction and building sustainable long term success.

WATCH HERE

Team formation - Models on How to Create a Perfect Team for Your IT Project
Irina Dubovik, Digital Marketing Director at Intetics

Team formation with evolution starting from the early phase (scratch) of the project to the full-formed Enterprise team:
1. Background 2022: IT Market Infrastructure
2. Key Success Expertise for the IT Project
3. Team Formation model is a perfect matching solution for business
4. Initial Phases of Team Formation
5. Explanation of technical stages
6. How to hire and form the team for a big IT project with a high estimated budget

WATCH HERE

A Look at the Global Talent Crisis
Kerry Hallard, CEO of the GSA

It's no secret that we are facing a huge talent crisis right now – with there being a huge number of unfulfilled roles in some territories and high levels of unemployment in others. The GSA are supporting a number of solutions to this crisis, including attracting and retaining talent into the industry, skills convergence programmes, better use of automation and balancing global supply and demand.

WATCH HERE

DESTINATION SHOWCASE: BANGLADESH, BASIS
Mr. Russell T. Ahmed, President, BASIS

The GSA Festival of Sourcing's Headline Sponsor, BASIS, share why Bangladesh is now dubbed as a 'development miracle' and has become known as the 'land of immense opportunities' and why Bangladesh is a clear option for an outsourcing delivery destination. With generous exemptions and lucrative incentives like the possibility full profit repatriation and full tax exemption for certain tech business, Bangladesh is easily the most attractive foreign investment destination in South Asia.

WATCH HERE

DESTINATION SHOWCASE: SOUTH AFRICA, BPESA
Andrew Briggs, BPESA UK Representative

South Africa has been awarded the Top CX Offshore destination for the second year running. Join National Trade Body BPESA for an overview on South Africa's GBS and BPO sector which will unpack why the destination is seeing growth of CAGR 28% year on year for the past five years. Understand more about the country and identified priority sectors approach to ESG, DEI and Impact Sourcing and learn how BPO's and Clients will benefit their customers by setting up and outsourcing to SA.

WATCH HERE

Open Talent as a solution to the Talent Crisis
Barry Matthews, CEO at Open Assembly
Praveen Prabhakaran, Managing Director at UST

Imagine a world where you can find any talent or skill you required when you need it, just like shopping on Amazon. The way we sire people is changing - the Open Talent Economy is growing very quickly and is a proven solution to the talent crisis.

WATCH HERE

Open Talent: A Panel Discussion
Chaired by Barry Matthews, CEO at Open Assembly
Albert Aziz-Clauson, CEO & Co-founder of UnderPinned
Praveen Prabhakaran, Managing Director at UST
Alex Grundy, Co-Founder and CEO of Spendkey Limited

Open Talent experts share their experiences to bring the benefits of using Open Talent to life. The panel discusses why people are choosing freelancing, how people can turn their passions into businesses and what the future workforce looks like as well as how employers are changing their approach to hiring and establishing blended workforces.

DESTINATION SHOWCASE: Ukraine – Filling in the talent gap with disruptive digital solutions
Elena Berestetskaya, Country Manager at DAN.IT

Over the past 25 years the IT sector in Ukraine has made huge leaps forward, employed almost 300,000 professionals growing 25 – 30% annually. How can we utilise the IT talent in Ukraine to fill the talent gap?

WATCH HERE

DESTINATION SHOWCASE: Mauritius – Transitioning into a Digital Hub
Pratima Sewpal, Manager for ICT & Digital Services at EDB Mauritius
Oliver Clark, Sales and Marketing Director at Objectivity

From its roots as a traditional outsourcing destination, Mauritius has evolved into a thriving international and competitive ICT platform. The country has not only established itself as an attractive and cost competitive global services delivery destination but is also gaining prominence as an emerging tech hotspot as acknowledged in the Kearney Global Services Location Index 2021.

WATCH HERE

DESTINATION SHOWCASE: Vietnam - The Next Digital Powerhouse in Southeast Asia
Mohan Naidu, Managing Director, FPT Software United Kingdom

 In the era of uncertainty post-pandemic, businesses are presented with various adversities, one of which is IT talent shortages. During this challenging time, Vietnam has emerged as an attractive outsourcing destination with its growing IT facilities and high–skilled tech talent. There are various factors attributed to the success of Vietnam's outsourcing industry:
• Improving Business Regulations
• Fast and stable economy
• Abundant and talented IT Resource Vietnam presents valuable opportunities for businesses to tap into excellent IT outsourcing services that can accelerate enterprises' digital transformation journey.

WATCH HERE

Launch Announcement for GSA Service Provider Sustainability Maturity Assessment
Kerry Hallard, CEO of the GSA
Hemant Puthli, Managing Director and Partner at Neo Group

Currently all companies are reinventing wheels. Buyers writing their own due diligence questionnaires for all suppliers to fill in. Suppliers having to fill in a multitude of different questionnaires for all their customers. The GSA believes holding one verified industry common view is needed and has been developing the Service Provider Sustainability Maturity Assessment, alongside Neo Group.

WATCH HERE

An Introduction to Supplier Diversity and SDUK
Sunita Hirani, Head of SRM at Guy's & St Thomas' NHS Foundation Trust
Farida Gibbs, CEO at Gibbs Hybrid & Chair for Supplier Diversity at Cabinet Office

Members of the Council for Supplier Diversity UK introduce their definition of supplier diversity, what it means to them, website and resources available to the community.

WATCH HERE

Supplier Diversity and Inclusion, The Business Case, Journey and Success Stories
Louise Harries, IBM Consulting Public Sector Buyer and UK, Ireland and Nordics Supplier Diversity Lead

Louise shares her passion for Supplier Diversity and IBM's supplier diversity programme, why it's important to use diverse suppliers and how you can drive change within your organisation.

WATCH HERE

SDUK Panel Discussion: Collaborate to Drive More Impact
Chaired by Kerry Hallard, CEO of the GSA
Gill Thorpe, CEO and founder The Sourcing Team
Alexandre Maria, Global Managing Consultant, The Clear Company
Matt Dabrowski, CEO and Founder Out Britain/Out Scotland

Hear from experts from all angles how you can all contribute to driving more business in the hands of diverse and small suppliers.

Supplier Diversity Workshops

Workshop 1: Corporate Experience
Lead: *Krystle Sands, Meta, EMEA Strategic Sourcing Manager |Supplier Diversity Lead EMEA*
Natasha Angell, Strategic supplier relationship manager & sustainability supply chain advisor
Paulina Dri-Rabell, WEConnect International Lead, France
Matt Dabrowski, CEO/Founder Out Britain / Out Scotland
Ruth Blechynden, Marketing Procurement at American Express

Workshop 2: Supplier Experience
Lead: *Sunita Hirani, Head of SRM at Guy's & St Thomas' NHS Foundation Trust*
Farida Gibbs, CEO at Gibbs Hybrid & Chair for Supplier Diversity at Cabinet Office
Becky Toal & Mary Toal, Crowberry Consulting
Louise Harries, UK, Ireland & Nordics Supplier Diversity Lead and UK Public Sector Buyer at IBM UK Limited

Workshop 3: Technology Experience
Lead: *Kerry Hallard, CEO at the GSA*
Jason Roberts, Founder at Kaleida
Peter Zerp, Global Supplier Inclusion & Sustainability at Accenture

Contracting for ESG & The Chancery Lane Project
Becky Anniston, Director of Engagement at The Chancery Lane Project

Why should ESG be considering in contracting? What is the Chancery Lane Project? Becky shares how contracting for ESG works in practice, why we should be contracting this way and how we make contracting for ESG a success and shares some examples of how this works in practice.

Sustainability Survey Results
Hemant Puthli, Managing Director and Partner at Neo Group

The ESG Adoption Survey was aimed at studying the nature and extent of ESG adoption and Sustainability transformation programmes across select IT & Business Service Providers (ITBSPs). Hemant shares the results of the survey and what we can learn from them.

WATCH HERE

An ESG Journey
Marcia Balisciano, Global Head of ESG and Corporate Responsibility at RELX

Marcia outlines why ESG should be integrated into every aspect of the business, how RELX have successfully done this, focusing the mind of everyone within the organisation and how they have successfully built ESG to be a board level agenda item.

WATCH HERE

The Automation Platform to House the Standard Terms: Claus.ify
David Jones, CEO & Founder of Claus.ify

Did you know, most businesses have their own version of a Master Services Agreement, yet around 90% of the content of executed MSAs is substantively the same (though expressed in different words)? Why are we spending months negotiating positions when we already know where we'll likely land? It's expensive and it's getting in the way of closing deals quickly. It's not good business. David shares how the Claus.ify platform re-designs the contracting process, making it simple, so deal teams can work on contracts with as much or as little guidance from legal teams.

[WATCH HERE](#)

Real-world examples of how Conversational AI can Improve Customer Experience
Dr. Ronald Ashri, Co-founder of Open Dialog AI

There are many aspects of life that drive us all crazy. But when it comes to dealing with brands, there is a real frontrunner in the frustration steaks - chatbots. As a staple of online brand interactions, they are something we've all had experiences with. Mostly poor ones. Ronald shares how the use of effective chatbots and conversational AI can really improve customer experience rather than tarnish it.

[WATCH HERE](#)

Hyperscalers
Anthony Day, Global Co-Chair, Technology & Sourcing at DLA Piper

How do you negotiate and structure deals with hyperscalers? Anthony shares what DLA Piper are seeing in terms of moves within the market currently, demystifies the process of working with hyperscalers and shares the art of the possible as well as the not so possible.

[WATCH HERE](#)

Intelligent Automation Adoption: Improving Efficiencies and Productivity in the NHS
Mable Wu, Operations Director at Northampton General Hospital NHS Trust

The Automation Accelerator, Northampton General Hospital's award-winning centre of excellence for RPA, has now been in operation for a full year. Spearheaded by Forbes' Top 30 Under 30 Healthcare Leader Tremaine Richard Noel, the programme's passionate team of experts provide innovative solutions for problem processes in NHS organisations, no matter how big or small. Funded by the NHS, and working closely with global RPA software

vendors, they are delivering workflow automations across the NHS to drive quality time to enhance patient care and support. Their goal? To continue to support NHS Trusts on their digital transformation journeys, acting as a partner in the deployment of new technologies as they emerge. In this session Tremaine will talk about the Automation Accelerator's journey so far, including challenges faced, lessons learnt and the strides they have made in the NHS.

WATCH HERE

The Autonomous Enterprise
Sarah Burnett, Chief Technology Evangelist at KYP.ai

Sarah shares insights from the four detailed case studies that are outlined in her recently published book, the Autonomous Enterprise. The case studies are on the uses of AI for process optimisation and automation at Siemens GBS, Royal Berkshire Hospital, Calderdale Council and Wartsila Marine Power.

WATCH HERE

Metaverse & NFTs
Paul Joukador, Partner, Commercial, Technology and Outsourcing at RPC
Nigel Wilson, Of Counsel at RPC

An overview of some of the new technology currently being talked about including digital, metaverse, NFT and Blockchain. We will provide an overview of what is this tech, where we are seeing it being used and look at a case study of some of the legal dos and don'ts when using it for your business. This will include an opportunity to share your thoughts and experiences and ask questions.

WATCH HERE

SourcingTech Panel
Chaired by Terry Walby, Co-founder at OpenDialog and Council Member at the GSA
Boris Kontsevoi, President at Intetics
Sarah Burnett, Chief Technology Evangelist at KYP.ai
Paul Joukador, Partner, Commercial, Technology and Outsourcing at RPC
Nigel Wilson, Of Counsel at RPC
Kerry Hallard, CEO of the GSA

What are the latest trends in these technologies and how do you contract for them, ethically? How do we ensure that best practices are shared and adopted and become a standard in everything we do? Out industry is all about partnerships and collaborating but how do we encourage more sharing of best practice?

WATCH HERE

CX Best Practice – a Return to the Fundamentals of Sourcing
Graeme Matheson, Member of the GSA Executive Council and Planning & Performance Lead at John Lewis & Partners

Graeme shares the problems contact centre advisors have when using multiple programmes across their desktops, the challenges involved in dealing with customers effectively, how technology providers are selling snake oil and with costs currently going through the roof, what we need to do to overcome these challenges.

WATCH HERE

Webhelp and Halfords - A Transformational Customer Experience Partnership
Mark Guest, Managing Director - Retail, Webhelp

Hear how both partners have worked closely together using an insight led approach to transform the Halfords customer journey and drive increased levels of digital engagement for the leading UK retailer

WATCH HERE

Fireside Chat: How can our industry learn from contracting in the construction industry?
Edward Vera-Cruz, Solicitor (Head – Commercial Legal) & Senior Commercial Advisor at Southern Water Kerry Hallard, CEO of the GSA

There is a lot the technology and business services industry can learn from the construction industry when it comes to contracting. With a background in construction contracting, Kerry asked Edward to share with the audience how we need to change contracting for better delivery.

WATCH HERE

Launch of the GSA Contracting Standard Terms
David Jones, CEO & Founder of Claus.ify
Christopher Bates, Partner at Ashurst
Philip Allery, Director at Prescience Outsourcing

The GSA's contracting workstream have developed a GSA standard terms contract for small projects, such as professional consulting services or possible BPO services. The aim is to assist the industry in working with smaller players.

WATCH HERE

GSA Standard Terms Q&A: The Negotiation Process
David Jones, CEO & Founder of Claus.ify
Philip Allery, Founder at Prescience Outsourcing

How did the team come to develop the GSA Standard Terms? What did the negotiation process look like?

Bangladesh – The Next ICT Powerhouse

Russell T. Ahmed
President, BASIS

With business services growing by 9% and the Information Technology Outsourcing (ITO) by about 20% in 2021, the global business and technology industry is seeing the biggest economic boom since the dot.com era. These present great opportunities as companies embark on digital transformation. But there are challenges too. And the biggest challenge facing the industry right now is the talent crisis. The UK alone has 1 million tech vacancies, with software developers being in high demand. Traditional sources like India, are themselves experiencing a shortage in human resources. This crisis is further exacerbated by the war in Ukraine. As such, the UK tech industry is looking for other delivery destinations and service providers. Bangladesh is a clear alternative.

The UK is already one of the largest export destinations for Bangladesh's ICT industry accounting for 13% of the Bangladesh's ICT exports. Besides, UK is the largest ICT market in Europe with over a hundred thousand software companies contributing to a US$ 210 billion turnover in 2019 collectively making them the top ICT destination in Europe and in turn making the UK the second-largest ICT market in terms of ICT spending per-capita. By 2024, the industry expenditure is projected to rise to US$ 4.98 billion which offers Bangladesh a significant opportunity.

Digital Bangladesh has long been a vision of the Bangladesh Government to bring about wholesome development and prosperity by 2021 through ICT. The tech sector has been an integral part of the Bangladeshi vision for development which projects transition into a knowledge-based and cashless developed country that we term as 'SMART Bangladesh' by 2041. This vision draws upon the potential and strength of digital government, human resource development, IT industry and citizens' connectivity.

In keeping with this vision, the government declared ICT as the 'product of the year' to further boost this sector. It is not only just a declaration but provides a potent platform to take this call to the next level by focusing on capacity development, start-up ecosystem simplification, local market development, and persistent promotion highlighting the potential areas of future collaborations with trusted partners.

We intend to leverage this status of 'product of the year' to at least contribute to boosting ICT exports to US$ 5 billion by 2025. And it is not just all talk. The ICT industry has the facts and figures to show that it is indeed progressing in the right direction and gradually becoming one of the engines that drive the national economy. For instance, ICT exports are to reach US$

1.4 billion in FY2021-22 with almost 100% value-addition done locally. This has led to a contribution of 1.28% to the GDP, creating more than three hundred thousand jobs in Bangladesh so far.

Bangladesh ranks 2nd in the world in digital outsourcing, 5th in Asia in internet usage, 7th in setting up the world's largest data centre, 9th among mobile phone users in the world, 9th among social media users, 12th among smartphone users, and 57th to launch its satellite.

BASIS (Bangladesh Association of Software and Information Services) promotes the tech industry at international events and serves the local businesses creating networking opportunities and business linkage. Looking beyond, BASIS is also aligned with 'National ICT Policy 2018', 'Vision 2041: SMART Bangladesh', 'Made in Bangladesh: ICT Industry Strategy', 'National Strategy for Robotics', 'National Internet of Things Strategy Bangladesh', and 'Bangladesh Delta Plan' which look forward to harnessing ICT Technologies, Circular Economy and Blue Economy already preparing to contribute to it and leverage it for the growth of the sector and prosperity of the country. Towards its own journey into the next century, BASIS has addressed the skills gap and started its training activities in 2007 for the first time and went on to institutionalise training activities through the BASIS Institute of Technology & Management (BITM) in 2012 and since then it has reskilled and upskilled more than 50,000 individuals. Addressing this skills gap and start-up incubation, BASIS and the Danish Federation of SME had already implemented 'Bangladesh Information Technology Management Programme (BITMAP)' successfully which was a pilot project sponsored by the European Commission's Asia-Invest II programme.

Bangladesh is now dubbed as a 'development miracle' and has become known as the 'land of immense opportunities'. With generous exemptions and lucrative incentives like the possibility full profit repatriation and full tax exemption for certain tech business, Bangladesh is easily the most attractive foreign investment destination in South Asia.

BASIS believes a vibrant tech industry could be the key to Bangladesh evolving into a global powerhouse where the society and people are able to reap the dividends of its success. It will be opportunities like these at the GSA-UK that provide local businesses with exposure to international practices and models that Bangladeshi entrepreneurs could replicate. While we have full conviction in the potential of our innovation, we also need opportunities to showcase them.

Watch Russell's full presentation at the Festival of Sourcing here.

Claus.ify ®

How to accelerate contracting and enable supplier diversity

David Jones
CEO & Founder of
Claus.ify

Did you know, most businesses have their own version of a Master Services Agreement, yet around 90% of the content of executed MSAs is substantively the same (though expressed in different words)? Why are we spending months negotiating positions when we already know where we'll likely land? It's expensive and it's getting in the way of closing deals quickly. It's not good business.

Then there is the fundamental problem with contracting – larger suppliers are often better-placed to assess and mitigate the risks of (pro)customer terms appended to RfPs, which effectively locks-out smaller suppliers. In a world where there is such a focus on diversity and equality, who is looking out for smaller businesses? What about supplier diversity?

How could we make contracting fair, balanced and easy?
At Clausify we do this by levelling the playing field, enabling supplier diversity; and reducing the complexity in contracting, driving down cost and increasing efficiency.
How we do this…

1) Industry standard contracts that are balanced, enabling supplier diversity
The GSA shares our vision and values, especially around supplier diversity. We're proud to be teaming with the GSA and some of the leading law firms and industry experts to develop a suite of professional services agreements based on principles that are balanced and fair. These terms are developed based on research around the "settlement zone" – they are neither pro-customer nor pro-supplier, but simply based on fair industry norms.

2) Contracts crafted with the settlement zone in mind, helping you close deals faster
Going digital is NOT about taking a Microsoft Word contracting process onto an online platform. That's just moving the exact same challenges from an "on premise" environment to an "off premise" one. What's going to move the needle is the industry adoption of standardised contracts. As Chris Bates, Partner at Ashurst said at the GSA Festival of Sourcing, "…you immediately do away with 60 or 70 pages of unnecessary review if you're working with a document that everyone is familiar with".

We are fully behind standardisation. In fact, Clausify is custom built to execute standard documents, locking standard language and making business critical language editable. This means deal teams can crack on with inputting key information such as scope, pricing, delivery details and frees up the time of legal teams.

3) Platform experience developed with business outcomes in mind, taking pressure off legal teams and empowering deal teams

We've re-designed the contracting process, making it simple, so deal teams can work on contracts with as much or as little guidance from legal teams as needed. Our platform experience makes it clear what you need to do; who needs to do it; and where and how it needs to be done. You can contract on any device (even your tablet); and the whole end to end process is convenient and *quick*.

If your organisation is ready to make the pledge to be a fair and inclusive organisation and if you want to contract more efficiently, then hit us up at www.clausify.co

Watch David's full presentation at the Festival of Sourcing here. Watch the launch of the GSA Standard Terms here.

South Africa: GBS / BPO Offshore Location of Choice

Traci Freeman
Marketing & Growth
at BPESA

During this auspicious festival, BPESA, as the national trade body and industry association for the Global Business Services (GBS) sector in South Africa had the opportunity to share case studies and success stories of global logo's being serviced out of the country.

For the fourth consecutive year the sector has observed a rapid growth rate of 22% CAGR. The GBS sector which includes the expanse of CX, Shared and Professional Services as well as Digital and ITO has demonstrated resilience in the face of global disruptions. Recognition as the Top CX offshore destination for the second consecutive year has resulted in an influx of large global brands and BPO's being prompted by clients to consider the country as part of alternate geographical risk mitigation expansion strategies. We are humbled to wear this accolade and do so with pride knowing that our global client community continues to see value in the South African GBS and BPO offering.

Collaboration, partnership and support from government, private sector and social stakeholders has assisted the industry in being recognised as a priority sector, which in turn has stimulated for progressive policy alignment and unlocking resources to support growth and scale.

The growth of both domestic and international Operators setting up and engaging clients on the back of an established and robust value proposition positions the destination as an affordable, high quality, deep capability, empathetic and innovation service offering across the English speaking CX and digital landscape.

South Africa's cost competitiveness, relative to source markets and peer locations, has been further augmented by the GBS incentive programme, a 5-year opex based incentive scheme supported by the national dtic (Department of Trade, Industry and Competition). The incentives ensure that any organisation locating service delivery centres in South Africa and facilitating job creation extracts real value from its investment.

South Africa, the launch-pad and Centre of Excellence (CoE) for Impact Sourcing has embedded the inclusive hiring practice into its incentives in addition to it being a broadly adopted standard operating procedure. The sector has embraced the concept of inclusive hiring and building of inclusive supply chains to address the global call for expanded DEI and ESG (Diversity, Equity & Inclusion and Environmental, Social and Governance).

To further support the South African based GBS and BPO community, BPESA along with multiple partners has crafted out a ''Future Skills Platform'' which supports the sector and operators in ensuring real time access to a multitude of desired skills and talent to support the required capabilities, growth and ability to scale.

We look forward to hosting the global community at the annual inbound GBS Investor Conference taking place the week of the 7th to the 11th November in South Africa. Join us to learn more about South Africa's ability to deliver to your and your customer's needs.

For any additional information, please visit www.bpesa.org.za or connect with
Traci Freeman on +27 (0) 83 657 3112 / traci@bpesa.org.za

Watch Andrew's full presentation at the Festival of Sourcing here.

Turning Chatbots from a Frustrating Failure to a Flourishing Business Function

Terry Walby
Co-Founder and CEO at
OpenDialog AI

There are many aspects of life that drive us all crazy. But when it comes to dealing with brands, there is a real frontrunner in the frustrations steaks - chatbots. As a staple of online brand interactions they are something we've all had experiences with. Mostly poor ones.

Their inability to naturally communicate can leave users feeling anywhere from frustrated at best, to wanting no further interaction with the brand at worst. In the majority of cases they are as ineffective as they are prevalent and it's time something was done about it.

4% of businesses using chatbots efficiently
Advances in artificial intelligence (AI) as well as increasing user acceptance have resulted in chatbots gaining tremendous popularity in recent years. According to Drift's 2020 State of Conversational Marketing report, usage of chatbots as a brand communication channel has increased by a whopping 92% since 2019. It found 24.9% of buyers used chatbots to communicate with businesses in 2020, up from 13% the year before. It's a trend only going one way. According to Data Bridge, the chatbot category is expected to grow to an estimated $46bn market globally by 2028, while Juniper Research predicts eCommerce transactions via chatbots will reach $112 billion by 2023.

There is undoubted potential in chatbots but, despite promising predictions for future growth, data tells a different story when it comes to how they're being utilised today. According to Gartner, though 90% of enterprises have invested in chatbots, only 4% are actually using them efficiently. Research [Janssen et al, ICIS 2021] suggests that 53% of chatbot projects were discontinued after 15 months - an extremely high failure rate. The reason for the discrepancy between expectation and reality is as simple as it is harsh - chatbots have been built to fail.

Built to fail
First things first, any new or evolving technology is subject to the rigours of a discovery process - something not specific to chatbots. There are many technology projects that don't work on account of anything from; lack of resources, internal support, financing and other issues. But the reason for the universal failure of chatbots runs much deeper.

The main one is that they have simply not been built to support natural conversation flows. Their rigid design means that, when the chatbot loses track, can't understand or needs the ability to go 'off script', it can't, taking the consumer on a very frustrating trip as a result.

Assistants like Alexa or Siri are heralded as pioneers but, in reality, they are the most ubiquitous examples of chatbot failure and acutely emphasise this point because neither converse with the user. They simply provide a response. For true virtual assistants to have any chance of success, they must be designed to reflect how humans speak. This means things like; answering multiple, unrelated questions, contextualising responses to the situation and the user and the ability to seamlessly pick-up a previous thread.

Another major source of failure is that chatbots have not been built to scale. Because the technology has been constantly evolving, updates and iterations tend to be made piecemeal and at the code level. Teams build a chatbot, realise its limitations, write custom fixes through code to improve the experience and repeat. It's not that the people designing these chatbots don't know what a good experience is, it's just something that is incredibly difficult to create. Often improvements or fixes are made for a very specific use case so when the situation changes again a short while later, the new update becomes old - tailoring chatbots for seasonal peaks and troughs is a classic example. The upshot being that the business is left with a Frankenstein-esque chatbot, that can't be easily rebuilt, with a CEO reluctant to sign off more investment to right the wrongs and repeat the cycle. Most just leave it as it is, which is why poor chatbots remain such a common occurrence.

The third and final reason for failure, especially in large enterprises, is that a chatbot project involves many people. It includes individuals from; marketing, branding, legal, technology and others. All with a slightly different perspective of what it should and shouldn't look and feel like. Because it cannot move forward without each party being happy, the process tends to be long which exposes the chatbot to changes in technology and leads to the aforementioned scenario. While this is a problem that is common to a lot of enterprise projects it is especially relevant for chatbots because they are a new technology and there is no shared understanding of what can be done, what should be done and, crucially, how it should be done.

For chatbots to realise anything like their potential value and become true virtual assistants, something needs to change.

Creating true virtual assistants
Einstein once said, the definition of insanity is doing the same thing and expecting different results. If we are to derive true value from conversational AI we need to completely change our approach. In order to elevate them from awkward chatbots to useful virtual assistants we need to rethink how they are designed, developed, deployed and maintained. This is not just about throwing more technology at the problem or more sophisticated AI. It is about reframing how we approach the problem from the ground up and being smarter and more efficient about how we exploit the technologies available to us.

That is exactly how we approached the challenge. Starting from academic models of conversation that capture the fundamental principles of how humans have conversations in social settings, specifically, conversational context, and combining that with existing conversational AI technology for NLP. The rethinking of how to model and reason about conversational context computationally and can move between different threads of a conversation seamlessly gives our virtual assistants superpowers when compared to chatbots that are restricted to rigid flows. The results are virtual assistants that feel much more natural to converse with and can deliver the delightful experiences we want our users to have with much less effort and in a way that is far more scalable.

Next was ensuring that this capability was easily accessible to enterprises and answered the needs of different stakeholders at scale. That is why access to this capability is made simple

through a SaaS platform and no-code environment designed to cater for the entire team mitigating the issues of shared understanding.

Don't give up just yet
Virtual assistants today can deliver outcomes faster and lower cost and with a far better user experience that chatbots have so far managed. And our message is simple - don't give up on them just yet. After all, chatbots so far have been built to fail.

Through those failures we've learned the value they can bring and the process of discovery has uncovered what was being done wrong. We now have an opportunity to get things right by creating genuine virtual assistants capable of redefining the way machines interact with humans.

IT Ukraine Association

The Growing Tech Industry Will be The Driving Force In Ukraine's Recovery

Konstantin Vasyuk
Executive Director at
IT Ukraine Association

In new military realities Ukrainian tech industry is staying stable and expanding sector of the national economy. Its rapid growth by more than 50% during 2019-2021 continued up to the War and **i**n February 2022 resulted in the highest monthly indicator of export in the history of the Ukrainian tech market – $839 million.

Moreover, for 3 months of the war - from March to May – Ukrainian Tech demonstrated its resilience in the face of turmoil and **6% growth of computer services export compared to the same period of the previous year. For the first five months of 2022 the industry provided $ 3,2 billion worth of foreign currency incomes to the Ukrainian economy.**

During all these months, national Tech has managed not only to maintain its operational activities, but also to actively support the Armed Forces of Ukraine and the Government. An average of 3% of tech professionals joined the Armed Forces, 9% - the cyber forces, others combine volunteering with the implementation of current projects and contracts. According to our information, national tech companies made donations for more than $ 1 billion to charitable foundations and on various humanitarian purposes.

Our bravery and steadfastness impress international partners. Stable connections, an extensive network of representative offices abroad, high qualification and creativity of IT professionals allow Ukrainian companies to deliver continuously. Due to the Covid years, when our teams gained the skills of effective remote work, more than 85% of professionals are already is fully involved in operational activities.

According to our data, 77% of IT companies have attracted new customers already during the War, 56% of them expect the growth by 5-30% this year. The main factors of keeping the customer are high level of customer loyalty; long-term partnership; delivery stability; persistent communication with clients; fast stabilization of business processes, including through BCP; prompt relocation of teams and resumption of operating activities; high social responsibility of companies based on the principles of people safety; high quality of services, even in times of War.

The main thing for us is to keep the economy moving. If a company is at the stage where they are looking for a Tech provider, they should consider cooperating with a Ukrainian company. Again, we will have to rebuild our country and that is one of the greatest contributions foreigners can make.

Work with Ukrainian companies, spread the word about it, and be brave like Ukraine!

IT Ukraine Association *is the largest community of tech companies, uniting 118 participants and 80 000 Ukrainian IT specialists. The association consolidates the interests of business, government and international partners for the development of the tech industry in Ukraine as well as to promote the brand of Ukraine as a leading technological nation.*

Web: https://itukraine.org.ua
FB: https://www.facebook.com/itukraineassociation
LinkedIn: https://www.linkedin.com/company/27234175

Watch Elena's full presentation at the Festival here.

Mauritius: Carving out its Niche in the Global Delivery Model

Mauritius, located in the Indian Ocean, is an island of multiple facets and a mosaic of cultures. Long hailed as an ideal getaway destination for Europeans in quest of a luxury holiday, Mauritius has a lot more to offer besides the Sun, Sea and Sand.

From its roots as a traditional outsourcing destination, Mauritius has evolved into a thriving international and competitive ICT platform. The country has not only established itself as an attractive and cost competitive global services delivery destination but is also gaining prominence as an emerging tech hotspot as acknowledged in the Kearney Global Services Location Index 2021.

The ICT/BPO industry which is more than a decade old has times and again demonstrated its ability to innovate and reinvent itself, in order to maintain its growth trajectory. Over the years, the sector has undergone rapid evolution in terms of expanding its geographical markets, attracting new customer segments and adopting game changing models to offer a considerably wider spectrum of services. Today, the industry which is a key pillar of the Mauritian economy with a GDP contribution of 7.4%, has opened new spheres to include high value-added and innovative activities.

The Mauritius value proposition is articulated around its key attributes and assets, namely quality, hospitality, geopolitical stability and cultural fit (Africa/Europe/Asia connection). The country also provides a nurturing environment that serves as a springboard and platform for business in a range of verticals.

Over the years, Mauritius has crafted an enabling ecosystem for global businesses to develop and thrive. It is able to offer stability, investor-friendly policies, and a strong, stable infrastructure. It also boasts a well-developed digital network infrastructure and high bandwidth through its 3 submarine optic cables and 100% fiber coverage. Government remains committed to supporting this thriving sector and investment in building digital capabilities turned out to be timely and position the Mauritian ICT industry as a trusted partner with the right talent and agility among its clients' base.

The country is now moving towards the development of newer sectors such as Fintech, blockchain, cybersecurity, AI and IOT amongst others by providing players in these areas the opportunity to experiment with new business models. These new clusters of the future are supporting growth, jobs and productivity in the country, thus positioning the destination at the forefront of technology.

International investors continue to show their interest in the country as the geo-strategic location coupled with its cosmopolitan environment also provides a vantage point for meeting the needs of a rapidly developing Africa.

Watch Pratima's full presentation at the Festival of Sourcing here.

Vietnam: A Hidden Gem for Outsourcing

Chloe Trinh Tran
Content Writer, FPT Software

Mohan Naidu
Managing Director at FPT Software

In the era of uncertainty post-pandemic, businesses are presented with various adversities, one of which is IT talent shortages. Business leaders must explore new outsourcing models and locations to overcome this challenge. In recent years, Vietnam has emerged as an attractive outsourcing destination for enterprises worldwide due to its growing IT infrastructure, improving logistics, and regulatory environment:

- Ranked 5th in Global Services Location Index (AT Kearney, 2021)
- Tier 1 Emerging Offshore location in APAC (Gartner, 2019)
- Ranked 9th in Top 10 Digital Nation (Tholons,)
- Top 6 best locations for IT outsourcing, according to The Global Services Location Index (GSLI, 2021)
- Ho Chi Minh City in Top Outsourcing Cities in 8 consecutive years (Tholons, 2009-2016)

There are several driving factors behind the success of Vietnam's outsourcing industry:

Improving Business Regulations

The Vietnamese government has had considerable success in strengthening its legal and institutional framework to provide an efficient, transparent, and business-friendly environment for investors and business enterprises, currently ranking 70th among 190 economies for Ease of Doing Business 2020.

Fast and stable economy

Vietnam's economic growth has shown fundamental strength and resilience despite Covid - 19 and is considered one of the fastest-growing economies in Southeast Asia – supported by export-oriented manufacturing and processing industry, robust domestic demand, and growing FDI (foreign direct investment) flow, and high fintech investments.

Abundant and talented IT Resource
Vietnam has a sizeable tech talent pool, with 153 IT specialized institutions delivering 50,000 IT graduates annually. Vietnam is also ranked 2nd in the Asia Pacific from the Global Skills Index 2020 for technology skills.

As an emerging outsourcing destination, Vietnam has the solid foundation to provide enterprises with innovative technological solutions. With a fast-growing IT market and high–skilled tech talent, Vietnam presents valuable opportunities for businesses to tap into excellent IT outsourcing services that can accelerate enterprises' digital transformation journey.

FPT Software as your trusted partner

Founded in 1999, FTP Software is a subsidiary of FPT Corporation and has been providing innovative solutions to various clients worldwide for the last two decades. FPT Software is now the most significant ICT company in the private sector in Vietnam, with more than 22,000 employees, including 16,000 technology employees, and 57 offices in 26 countries and territories abroad.

Watch Mohan's full presentation at the Festival of Sourcing here.

Intetics, an Award-Winning Technology Powerhouse, Partners With the GSA To Deliver a New Wave of Conferencing and Member Communication Technology

Intetics is a leading IT outsourcing provider with a global presence, and it is a Tech partner of the GSA's Festival of Sourcing 2022. The company's executives will share their expertise on technology innovations, trends, and best practices of mobile app development and team formation.

As a long-term partner and an award-winner of the GSA, Intetics stays up-to-date on best sourcing practices, enabling them to stay highly competitive in the sourcing industry and to provide cutting-edge custom software solutions. Intetics' proprietary team formation models, including Remote In-Sourcing® and Offshore Dedicated Teams®, have made waves across the world, as has their TETRA™ technical debt assessment. It's more than just software development it`s all about support, collaboration, and making the industry a better place for all parties: buyers and suppliers.

"Free, convenient access to clear and concise industry trends is a significant industry driver. To make an impact in the IT industry, Intetics keeps sharing its expertise to help the sourcing industry thrive. This year, we have created a [Vocabulary of Emerging Technologies](). It covers 1000+ IT trends and definitions from A to Z, so you can easily find a brief explanation of all emerging technologies for your analysis and reference. Besides, we are happy to collaborate with market leaders and GSA for the sake of further technological advancements. On behalf of the Intetics team, I'd like to congratulate the GSA on reaching their 35th anniversary: it's a landmark achievement that attests to the quality of their methodologies," says Boris Kontsevoi, CEO and President of Intetics.

Thanks to 27+ years of successful practices in the sourcing industry, including the use of the Predictive Software Engineering framework, Intetics has become a technological partner of the GSA Festival of Sourcing 2022 and is developing a mobile application for the event. It will allow attendees to quickly and easily get all the required information about the daily agenda, schedule, speakers, partners, and venue. Besides, users can check useful information and reach the help desk for the quick support and a top-notch customer experience. In order to not miss out on important talks, you can set up notifications.

Intetics is excited to partner with the GSA, which provides members with exclusive benefits, we welcome you to meet to share insights and reliable solutions for your challenges.
Take this opportunity to discuss your product or project with the Intetics experts' team: Boris Kontsevoi, Ceo and President will take part in the Technology Panel on Day 2 of the Festival of Sourcing. And Irina Dubovik, Digital Marketing Director of Intetics, will speak in the case-study-led platform on Day 2. In this presentation, attendees will learn about the best [team]()

formation solutions, how to transition from the early phases to a full-fledged enterprise team, and latest technology trends.

Watch Irina's full presentation at the Festival of Sourcing here.

Thank you to all of the GSA Festival of Sourcing 2022 Partners

Want to see your company represented in next year's Festival Brochure? Want to take to the stage to share your thought leadership and best practice to the Global Technology & Business Services community? Get involved in the GSA Festival of Sourcing 2023!

Email abbiel@gsa-uk.com to register your interest to partner with the Festival of Sourcing in 2023.