



CUSTOMER EXPERIENCE  
FOUNDATION

# **CX Outsourcers: Post-Event Report**

# Generative AI

- ▶ Develop experiences for a hybrid reality.
- ▶ The Digital Paradox. The Slowdown v The Big Hurry.
- ▶ Digitisation is just table stakes.
- ▶ Global CX services has surpassed \$125 Billion. The growth has been driven by digital elements.
- ▶ Generative AI has great promise, if used responsibly.
- ▶ Agents are saying they need data and tech to be empowered to make decisions.
- ▶ Top 10 sink or swim take from the slide.
- ▶ Better, faster, cheaper will be overtaken by Generative AI – (But it's not the silver bullet).
- ▶ Organisations must adapt quickly or die slowly. The lightbulb wasn't invented by the continual improvement of the candle.
- ▶ We are in a greater more-for-less squeeze than ever before.

# Generative AI

- ▶ Don't stick your head in the sand, this is not a passing fad.
- ▶ It is the next industrial revolution - the 4th stage.
- ▶ Emotional intelligence and critical thinking will become more relevant and in demand.
- ▶ Customer Service will have the biggest cost saving first.
- ▶ Big companies are prepared to take the risk.
- ▶ This is just the 1st wave of disruption Data Analytics will be 2nd. Sentiment analysis will be 3rd key area.
- ▶ Lots of businesses will need people with high EQ and critical thinking to support and deliver. This is going to be the key growth area and there is already a shortage.
- ▶ Call centres are going to change – BPOs will have to change.
- ▶ You can't just be cheap anymore. It will take a lot of investment across a number of features.

# Emerging Locations

- ▶ Destinations that have done well is not just because they have marketed themselves well.
- ▶ It is not just a cost play.
- ▶ Near shore locations are still suffering from a focus on manufacturing and trade zones.
- ▶ BPO is number 2 investor in Poland. 71 new entrants to the market, with an average of 50 seats.
- ▶ Columbia it is now 4% of GDP.
- ▶ 60,000 people are now employed in the sector in Jamaica, making up 8.5% of GDP.

# Emerging Locations

- ▶ If you're running a BPO with people reading from scripts, your days are numbered.
- ▶ So, the focus has to be on how you move up the value chain.
- ▶ Infrastructure remains critical. Philippines sector fell apart during the pandemic and nearly all the people had no viable internet connection at home.
- ▶ It's also about teaching the country's workforce how to work in this sector.
- ▶ They don't need or want charity, but impact sourcing is highly valuable.

# Retention

- ▶ On a show of hands, only 2 businesses said they have less than 100% attrition.
- ▶ This chimes with intelligence we have from our own events, where it has been said average tenure of now only 9 months.
- ▶ Retention starts when you do your 1st interview.

# Retention

- ▶ There was a lot of discussion on where the industry would be if the pandemic had never happened.
- ▶ Tech would still have evolved.
- ▶ Process haven't changed in 30 years.
- ▶ The impact was on the people. It was broadly positive, but the debate would still be raging as to whether work from home would actually work.
- ▶ Now it is at least about how to get the model right rather than arguing about the concept.
- ▶ Leadership has dipped in the last 18-24 months, and many organisations have drifted.
- ▶ An alternative view was that organisations are better positioned now – but it is the tech that has led this.
- ▶ The focus needs to be on how businesses leverage the tech to create disruption and innovation.
- ▶ Voice is now your premium channel. Need to re-power voice as the opportunity to provide premium experiences.

# Buyer Requirements

- ▶ Offshore locations must support the ESG and D&I requirements of brands and their customers.
- ▶ Can't just be a race to the bottom.
- ▶ Buyers expect to have boots on the ground, to learn and understand the real-life culture and environment for the people.
- ▶ Buyers are not purchasing BPO providers but buying BPO sites and locations.
- ▶ BPOs have to show not only that you are a strategic partner, but that you are ahead of them.
- ▶ It doesn't matter if it's the lowest cost if you have to do it twice. Demonstrate value.
- ▶ Providers must have clarity on commercials. Too much can still be opaque.
- ▶ Top 3 areas of focus when looking at a provider:
  - ▶ Specialism
  - ▶ Flexibility
  - ▶ Cost



# Buyer Requirements

- ▶ Answer the So-What question. You understand the problem, we want to hear what you are going to do with it.
- ▶ Continual frustration by the disconnect between the Sales team and Operations. Too much disparity.
- ▶ It's ok to say it's not your area of expertise or specialism.
- ▶ We shouldn't be able to tell the difference in contact between the provider and in house. If we can, there's a problem.
- ▶ Has to be a commercial model that drives joint outcomes or disconnects will arise quickly.
- ▶ Cultural challenges within the buying organisation can lead to problems for the BPO that are not their fault.
- ▶ Buyers need to be realistic about their own problems, and these hinder the objectives being met.
- ▶ Tech remains a hygiene factor for buyers.