

1.	Record Nr.	UNICAMPANIAVAN0093955
	Autore	Biondi, Vittorio
	Titolo	L'audit ambientale : aspetti metodologici e strumenti operativi secondo il regolamento comunitario EMAS e le norme ISO 14000 / Vittorio Biondi
	Pubbl/distr/stampa	Milano : Il sole-24 ore, 1999
	ISBN	88-324-3282-X
	Descrizione fisica	IX, 260 p. ; 24 cm.
	Soggetti	Ambiente naturale - Danni da inquinamento - Responsabilità
	Lingua di pubblicazione	Italiano
	Formato	Materiale a stampa
	Livello bibliografico	Monografia
2.	Record Nr.	UNINA9910960172803321
	Autore	Lacity Mary, Cecilia
	Titolo	Nine keys to world-class business process outsourcing / Mary Lacity and Leslie Willcocks
	Pubbl/distr/stampa	London, : Bloomsbury, 2015
	ISBN	9781472918512 1472918517 9781472918505 1472918509
	Descrizione fisica	1 online resource (265 p.)
	Disciplina	342.408/5 658.4058
	Soggetti	Contracting out
	Lingua di pubblicazione	Inglese
	Formato	Materiale a stampa
	Livello bibliografico	Monografia
	Note generali	Includes index
	Nota di bibliografia	Includes bibliographical references and index.
	Nota di contenuto	Cover; HalfTitle; Title; Copyright; Contents; List of figures; List of

tables; Professional credits; Acknowledgements; Foreword;  
 Introduction: Outsourcingas evolution; Chapter 1 Introducing the nine  
 keys to world-class BPO1; 1.1. Introduction; 1.2. The BPO report card;  
 1.3. Sourcing practices that lead to good performance; 1.4. The nine  
 keys to world-class performance; 1.5. Lessons learned; Chapter 2 . Key  
 1: Assign a great leadership pair; 2.1. Introduction; 2.2. The ten  
 attributes of effective leadership pairs; 2.3. Rating the leadership pair  
 attributes  
 4.3. Transition management capability4.4. Ongoing change  
 management; 4.5. Conclusion; Chapter 5 . Key 4: Adopt a partnering  
 approach to governance; 5.1. Introduction; 5.2. The partnership view;  
 5.3. Partnering behaviours; 5.4. Conclusion; Chapter 6 . Key 5: Align  
 the retained organization, outsourced processes and provider staff;  
 6.1. Introduction; 6.2. Structures transformed from 'pyramids' to  
 'diamonds'; 6.3. Employees transformed from 'back-office' doers to  
 'front-office' service coordinators; 6.4. Internal clients transformed  
 from 'users' to 'customers'  
 6.5. Provider relationships transformed from 'them' to 'us'6.6.  
 Conclusion; Chapter 7 . Key 6: Resolve issues together and conflicts  
 fairly; 7.1. Introduction; 7.2. Principles of collaborative problem-  
 solving; 7.3. Problems that arise in BPO relationships; 7.4. Stories of  
 service issues; 7.5. Stories of relationship traumas; 7.6. Stories of  
 commercial conflicts; 7.7. Conclusion; Chapter 8 . Key 7: Use  
 technology as enabler and accelerator of performance; 8.1.  
 Introduction; 8.2. Self-service portals; 8.3. Automation; 8.4. Business  
 analytics and forecasting tools  
 8.5. Workflow tools8.6. Governance tools; 8.7. Cloud delivery; 8.8.  
 Conclusion; Chapter 9 . Key 8: Deploy domain expertise and business  
 analytics; 9.1. Introduction; 9.2. The case of a grocery retailer; 9.3.  
 The case of an aircraft engine manufacturer; 9.4. The case of reducing  
 healthcare claim errors; 9.5. Conclusion; Chapter 10 . Key 9: Prioritize  
 and incent innovation; 10.1. Introduction; 10.2. Definitions and  
 examples on innovations; 10.3. Incenting innovation; 10.4. Delivering  
 innovation; 10.5. Conclusion  
 Chapter 11 . Microsoft case study: Engaging a BPO provider to help  
 create OneFinance

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## Sommario/riassunto

"Business Process Outsourcing (BPO)-- the sourcing of business services through external third parties--is a global phenomenon, which generated nearly \$300 billion worldwide in 2012. BPO is highly IT-enabled, and on a growth trajectory that impacts across functions of major, medium and small enterprises, including procurement, human resources, accounting and finance, sales, marketing, legal, asset management and key administrative processes. Despite this size and spread, BPO services and the ability of clients to manage their providers, are still evolving and have a mixed record. In the course of their research, the authors have found only 20% of outsourcing arrangements are world-class performers. A further 25% are 'good', 40% are 'OK' and 15% are 'poor'. This book pinpoints and describes in detail the effective practices that characterize the top global BPO performers, including Microsoft, BP, EMC and TalkTalk. The authors provide case illustrations and examples throughout of how world-class practices were generated and evolved, and how they can be applied to real life settings and problem areas."--Bloomsbury Publishing  
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