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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

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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