

1. Record Nr.	UNINA9910787366403321
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Titolo	Nine keys to world-class business process outsourcing // Mary Lacity and Leslie Willcocks
Pubbl/distr/stampa	London, : Bloomsbury, 2015
ISBN	1-4729-1851-7 1-4729-1850-9
Descrizione fisica	1 online resource (265 p.)
Disciplina	342.408/5
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  
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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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