1. Record Nr. UNINA9910807700803321 Autore Lacity Mary, Cecilia Titolo Nine keys to world-class business process outsourcing / / Mary Lacity and Leslie Willcocks London, : Bloomsbury, 2015 Pubbl/distr/stampa **ISBN** 1-4729-1851-7 1-4729-1850-9 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. Cover; HalfTitle; Title; Copyright; Contents; List of figures; List of Nota di contenuto 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 capability 4.4. 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-

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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 ITenabled, 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 Business Process Outsourcing (BPO)-the sourcing of business services through external third parties-is a global phenomenon, which generated nearly