

From Serendipity to Excellence: BPO as a Career



Business Process Outsourcing (BPO) has never been in a better state. Customers recognise that it now means far more than just more of the same for less money, and they can see the value BPO professionals can bring to broader business transformation. Backed by supporting evidence from Horses for Sources (HfS) research, Christopher Stancombe believes the time is right to build a sense of professional identity to match its professional approach and make BPO a career of choice.



Christopher Stancombe
CEO of Capgemini BPO

A career-defining moment...

In the early days, people used to arrive at a career in BPO as if by accident. It's now a more clearly defined profession in itself. Clients are more trusting than ever in the skills, knowledge, experiences and assets that BPO professionals bring to the table. Increasingly, BPO is helping to drive transformation and set the future vision for its clients. I firmly believe the next generation of BPO professionals will be the trusted partners of the CFO, tasked with building better internal customer satisfaction, driving shareholder value and creating an organisational culture that mitigates risk.

The required skillset brings together an understanding of traditional operational outsourcing with the more creative and strategic thinking associated with large-scale business transformation. Typically, BPO is more associated with the former, but growth in the latter now offers exciting scope for career progression.

I am a passionate advocate of BPO and the people involved in it – on both the client and supplier sides. BPO is without doubt a 'people business'. BPO needs strong and skilled experts who can collaborate with clients, understand their distinct challenges and drive improvements through innovation. As an industry, we need to attract and retain those people better. That means better recognition for the work we do, greater training and support to share knowledge and strengthen skills, and formal qualifications to underpin and give value to career development.

Earlier in the year, I posed the question "Does 'Generation BPO' have a professional identity yet?", which you can read later in this paper, but first I'd like to report on some recent analysis by HfS Research (commissioned in partnership with Capgemini BPO), which surveyed BPO staff about their perceptions of BPO as a profession.

Its findings are generally positive, with the majority of experienced professionals seeing BPO as an enabler of innovation and business change. Yet there is work to be done. Particularly among newer entrants to the industry, with only one in eight seeing it as a long-term career option. Overall, the message is that BPO is a "profession that is becoming more sophisticated and important for achieving strategic business outcomes", but to "keep these professionals engaged... requires a more comprehensively defined career path". That's the challenge facing BPO leaders now if we are to continue the reputational growth of recent years.

BPO: A view from the ground

In April 2015, HfS Research published its “BPO Profession” paper, which analyzed the findings of a survey of more than 500 BPO industry stakeholders, including enterprise buyers, service providers and advisors.

The recognition factor

A key finding from the research was that “professionals in BPO like the intellectual challenge, but many fail to see corporate commitment to BPO as a career”. Although around three-quarters of respondents felt satisfied with the intellectual challenge of their role, many did not see it as a long-term career or feel there was enough recognition (non-monetary) within their own organization.

While in some ways this is a positive reflection on the changing nature of BPO away from “lift and shift” towards problem-solving and solution-building, it also underlines the need for more recognition of BPO across the corporate environment. The investment is there internally, with growing commitment to training programs and skills development, and the bridge is starting to be made to executive engagement (at CFO level) – it now just needs a further push to embed the concept of BPO as a profession.

How would you describe your satisfaction with your current role as it relates to:



Source: HfS Research, 2015, Sample: Enterprise Buyers = 121; Advisors/Consultants = 158; Service Provider Executives = 229

Key points

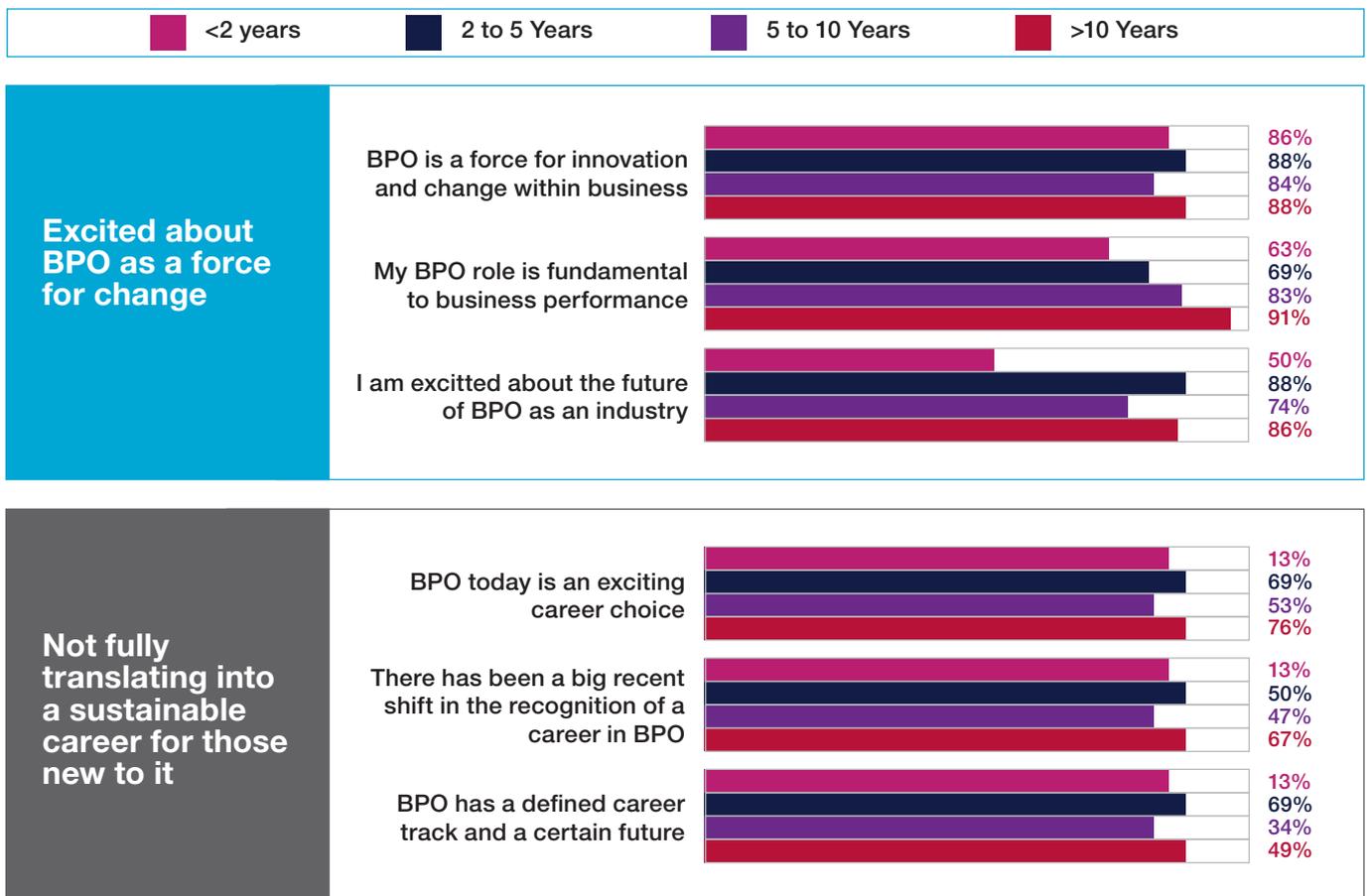
- Research conducted during February and March 2015
- Entailed a survey, plus qualitative and quantitative interviews
- Explored views on current BPO roles and long-term career potential
- 540 respondents from across North America, India and Europe
- Over 50% of respondents had more than 10 years' experience in BPO

A framework to retain

One of the most significant findings from the research is the perception held by “new” BPO professionals (those who have worked in the industry for less than two years). Only one in eight view it as an exciting career choice, or believe that it has a defined career path, or have seen a positive shift in the recognition of it as a profession.

This firmly reinforces the view that BPO needs to be professionalized. HfS suggests that providers need industry-standard frameworks in place for skills development, certifications, training and support if BPO is to be viewed on a level playing field with other programs. Similarly, on the buyer side, HfS talks about how “BPO professionals see peers in other parts of the business [Finance, HR, Supply Chain, etc.] being promoted for doing the same or less” and advocates the use of leadership and mentoring programmes, in collaboration with executives, clients, academics and university partnerships,

To what extent do you agree/ disagree with the following? (by BPO experience)



Source: HfS Research, 2015, Sample: Enterprise Buyers = 121; Advisors/Consultants = 158; Service Provider Executives = 229

to “create a cohesive, well-defined, and engaging industry-recognized career path”. Such frameworks to attract and retain talent, both on the provider and client sides, will be vital to the future of BPO.

Technology enables. People deliver

It would be understandable if the rapid advances in enterprise technology and, in particular, automation were seen as a threat to the sustainability of BPO as a profession. However, it is pleasing to see that the vast majority of BPO people see it the other way. As HfS puts it: “The increasing role of technology in BPO is having a positive impact on engaging professionals in a long-term career choice”. Of particular note, only 6% of BPO providers fear that automation will eliminate the need for their skills in the future.

HfS asserts that developments in technology are integral to the emergence of a BPO career. When routine tasks are automated and networks are optimized, it allows more BPO time to be spent on adding business value – for example, through intelligence-gathering and strategic planning. When clients embrace the “as-a-service” mentality and liberate themselves from internal (legacy) technology, BPO can step in to ensure technology aligns to and delivers the required

business outcomes. Technology, therefore, is not a threat to a career in BPO, but an enabler of it.

“As we move into the As-a-Service Economy, technology is becoming more integral to BPO and therefore to the BPO career.” (Source: HfS Research, BPO Profession in 2015, page 13).

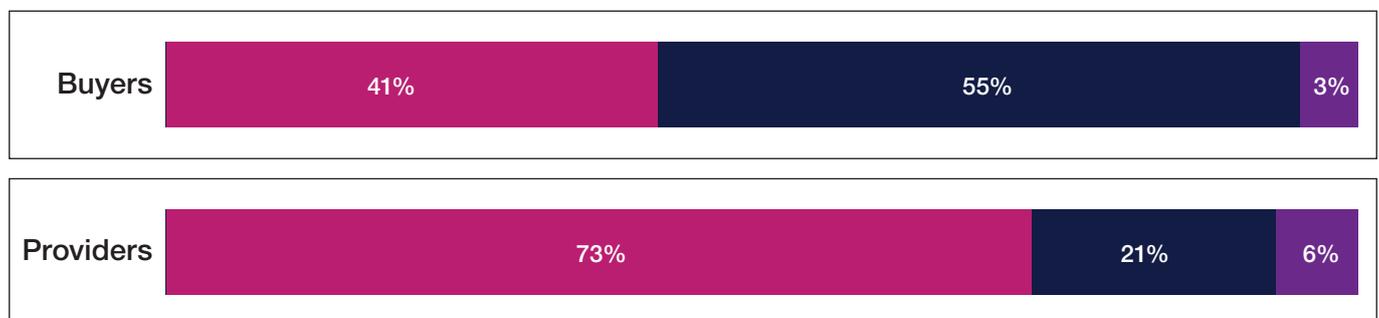
The birth of the BPO consultant

Eight out of ten BPO providers report being under heavy pressure to increase their skills in “defining business outcomes beyond cost reduction and efficiency”. This can also be described, as one service provider exec put it, as “the increasing need for consultative skills in a BPO role”. Simply put, to encourage lasting relationships with clients, BPO needs to do more than meet the same service level agreements year after year. It needs to anticipate future challenges and the next set of targets laid down from the C-level.

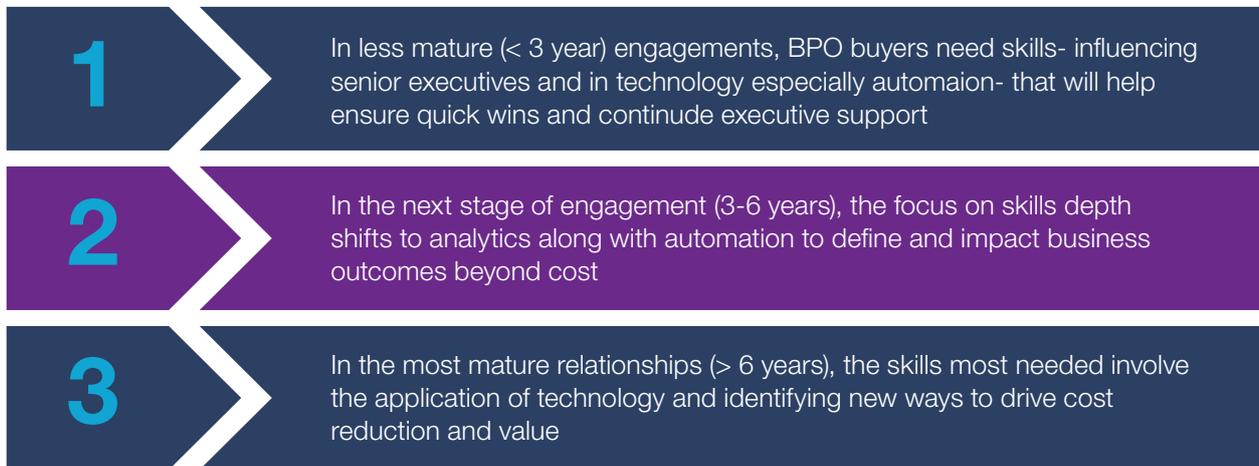
Operating in this type of consultative capacity requires an understanding of how technology can help clients work smarter, not just cheaper. Around two-thirds of respondents believe that an increased understanding of automation is key to this. HfS sees automation as the “building blocks to

How does technology influence your decision to pursue a long-term career in BPO?

- Positively- Technology has raised the value and potential of BPO as long-term sustainable career
- Neutral- it hasn't really changed my decision-making
- Negatively- I am concerned that BPO jobs will be automated in the future and will go away



Source: HfS Research, 2015, Sample: Enterprise Buyers = 121; Service Provider Executives = 229



Source: HfS-Research, BPO profession in 2015, page 19

develop more streamlined end-to-end processes, to perform more meaningful analytics". They see it as less about reducing labour costs and more about helping clients deploy their talent on higher-value activities.

Furthermore, their analysis suggests that the BPO consultant (or "Capability Broker", as HfS calls it) will need to respond to changing demands over the course of the client relationship:

This makes it crucial for BPO service providers to have a deep pool of talent that can deliver the evolving requirements of long-term contracts. Investment in career development therefore becomes a real differentiator. If new entrants to BPO can see where the industry can take them in the future, and they have the training, education and mentoring infrastructure in place to get them there, retention becomes so much easier.

The emergence of a profession

In summary, there is huge appetite on all sides to professionalise the BPO industry. The research provides the beginnings of a blueprint to get us there, and it is now the responsibility of BPO leaders to take definitive steps, as HfS puts it, "to turn what perhaps started for many as an 'accidental' career path into something much more dynamic and well-defined, with associated training, mentoring, roles, and recognition."

Download the full study at:

www.horsesforsources.com/wp-content/uploads/2015/04/RS_1504_HfS-Report-BPO-Talent-1.pdf

Chris Cracks the Capability Code

Phil Fersht, CEO and President of HfS Research, sat down with Christopher Stancombe to talk candidly about BPO as a profession. Here are some highlights of that conversation:

Q. Is BPO evolving into a genuine long-term career choice? Will it become more widely recognised by our fellow professionals over time?

A. My view is that we have created a new profession. I have been in BPO now for 13 years and I view myself as bit of a latecomer to it. There are a lot of people that have been in BPO where that's the only career they know. They joined as graduates, they stayed in the profession, they have a fantastic client service mentality, they are very innovative, they are very agile. They are keen to work towards continuous improvement. They recognise that they learn from new clients in new sectors. It's a very exciting industry to be in.

I think what we need now is to create some structure around the profession like other professions to establish some prestige. You know that if you become a qualified lawyer you get letters that go after your name; similarly, if you are a qualified accountant. I do think we need to start challenging ourselves. What are we doing for the next generation such that people are proud to be in BPO in the same way that doctors are proud or engineers are proud? It should be a similar type of professional approach. And I think that's what we need to bring to BPO now.

Q. What measures do you think buyers and providers can take to improve the level of trust in a relationship, to drive more innovations and to have more high-level discussions?

A. It's still a people business, so you need a good cultural match across people on the engagement and client sides. The tone has to be set from the top. Make sure you have regular meetings at senior level. Talk to each other regularly. Be transparent and open and have the right people on the account with aligned coaches. You might want to rotate two or three people through the account until you have the right people working together, so they can build a partnership aligned around the same measures. When people like each other, spend time together and build a relationship – that's how you get that trust.



Q. Do you think clients are warming to a more trusting relationship with providers, and are more open to building a strategic relationship?

A. I think it depends on the client and what the client wants. But certainly more clients are now open to that part of the transformation. They recognise the value of the people and their longevity, their different experiences, the knowledge they bring, and the assets we have built. The right client wants to be able to leverage and tap into that value. I think the evaluation of suppliers is not just around what's your price and what service levels will you agree to. Increasingly, it is about what assets are you bringing and how you are going to help us transform ourselves; how you are going to help drive change and create a vision for us.

Q. Where do you think this conversation is going to evolve to in a couple of years?

A. I think CFOs are going to be asking themselves 'How are you going to help me drive my business?'

More and more people are saying it's the culture of an organization that drives it. If you have the right culture in your organization, your chances of success are higher. So to me, the top three critical questions that the CFO should be asking are:

- How do I build better customer satisfaction with my business?
- How do I drive value to my shareholders?
- How do you help me create the right culture in the organization such that my risk is mitigated?

Phil Fersht



Does 'Generation BPO' have a professional identity yet?

We are now seeing a group in our workforce who I call Generation BPO.

Outsourcing took off in the 1980s and BPO began in the 90s. As the 90s became the 00s, BPO became more sophisticated and moved up the value chain. Companies still looked to us to cut costs, but they also outsourced business functions because they wanted access to better technology, deeper process expertise and sources of competitive advantage. As skilled outsiders, we were increasingly able to provide that different mentality that helps organizations make a change. The maturity of BPO has had a great effect on what it offers, but what is often less talked about is what this maturity means for those who work within the industry. Back in the 90s and early 00s, everyone above a certain level who worked in BPO had come from somewhere else, because, when they were graduates, BPO did not exist or was a cottage industry. But now BPO is 20 years old and the graduates who started in the 90s are entering or established in senior management.

I can see this within our own business. A sizeable core of our senior management team have been with us now for over 10 years. Across the whole cohort, the average proportion of their career spent with Capgemini BPO is around a third, and as we look into the younger ranks of management we can see this proportion changing every year.

Meet the 'BPO natives'

The idea of 'BPO natives' springs from comparisons with the better known 'digital natives', i.e. those who have spent most of their lives surrounded by the internet and other digital technologies and struggle to even imagine what the world was like before.

It's the same within Generation BPO. The majority are BPO natives who just 'get' BPO, and the huge potential for business value it can bring. These people are business process experts, steeped in the methodologies of global service standardisation, and the design and refinement of target operating models. Critically, they are focused on business outcomes and not just the language of cost reduction and labour arbitrage.

BPO as a career of choice

There are more reasons than ever for top talent to choose to work in BPO from an early age, rather than just arrive by serendipity through other career paths.

If you join a finance, HR or other back-office team in a large enterprise today, you may quickly find yourself painted with a 'cost centre' brush, expected to deliver more each year on an ever decreasing budget. The value you deliver (even though it can be considerable) might not be understood or recognised

by **Christopher Stancombe**

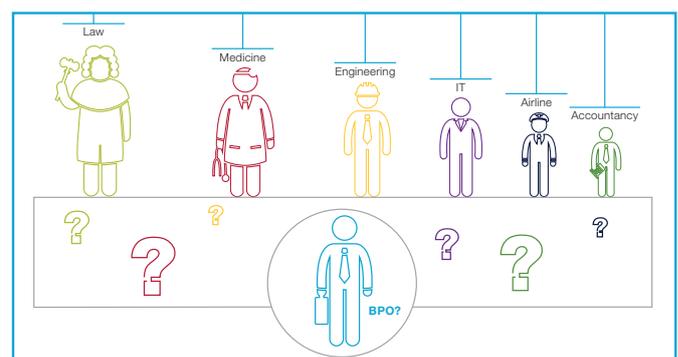
as well as if you were making a similar contribution as an external professional services provider. I'd say that if you're a bright young accountant today, joining Generation BPO is far more attractive than it ever has been before.

The birth of a new professional identity?

The more you think about it, the more this all adds up to something very significant. A whole new industry has grown up in the last decade, and that's quite an unusual thing. However, despite the considerable specialisms and skillsets involved, I'm not sure a BPO professional identity has grown up alongside it yet. Many of us in the industry will still self-identify as accountants, HR or supply chain professionals, ahead of BPO. If Generation BPO is to thrive, and we are to attract the very best talent to its ranks, I think we probably need to do more to help them. We need to provide more of a structure to the profession itself, and more of a framework for career progression, identity and recognition.

Doing this will involve thinking about some really fundamental points: what makes a profession and what examples can we learn from and follow? When we compare the professional infrastructure and apparatus of BPO to established professions (doctors, lawyers or engineers), what are we missing? What kinds of training, qualifications, associations and communities make up the building blocks of an industry's identity?

That's a lot of questions – and rather too many to cover here, but I think this deserves further attention, so I will return to this topic soon in another post.



Read more blogs on BPO Thought Process
<https://www.capgemini.com/blog/bpo-thought-process>

I am Generation BPO

Meet some of the members of Capgemini's 'Generation BPO' community from around the globe and find out what it means to them to be part of this important cohort.



Dorota Goral- Abram Engagement Director

Krakow, Poland

Education: Krakow University of Economics – Degree in Accounting, December 2001

Certifications: Certified Accountant by Polish Ministry of Finance and Polish Accountants Association; GEM expert, Lean 6 Sigma black belt; completed 3 years PhD studies in management

Career: I joined PWC in January 2002 to do collections for a German client of International Paper France and then moved to Capgemini with the acquisition. Since that time I've had the opportunity to work in a number of delivery and transition roles as well as with several clients. This experience has allowed me to grow from a C2C team member to running transition programs to my current role of leading a team that manages the end-to-end engagement for multiple clients.

"When I applied for my first job, I didn't know what BPO was and I never expected to be in outsourcing for more than 3 years... but BPO grew and by being part of it I'm close to all the best practices and new technologies which is really interesting and attractive."

I am Generation BPO: I knew in school that I didn't want to be a traditional accountant because it's focused on the

numbers and very routine. My career in BPO has allowed me to do so much more like interacting with clients, developing relationships, and learning how to organize and lead teams. Being a member of Generation BPO and working with various clients allows me to learn different things and new ways of doing things. It's not pure accounting or supply chain: we have access to the best methodologies and standards and can see the full cycle of the organization from contract signature to renewals. One of the things that my clients value most is the experience and knowledge that we apply from other client organizations.

"Working in an international environment is important to me having lived in Germany and the US... in BPO I get to work with people from different cultures all around the world and communicate in different languages."

Skill sets and mindsets: In BPO, particularly in leadership roles, I think it's important to be open to new ideas, be able to multitask, and work well in a virtual environment. The BPO team I work with has different skills that complement each other. We like to work together and find the best ways to do things. There is a lot of positive energy and people are happy, highly motivated, have a can-do attitude and a willingness to adapt to change.

"The challenge is accepting the challenge – standing out from the crowd, being more visible, and seeing what we can do differently... BPO allows for creativity."

The future of BPO: Over the past 10 years, our Poland operation grew from 100 to 3500 people. And it's not just the number of people: we've also grown in the way we do business by implementing new ideas and constantly looking for improvement and best practices. I think this trend will continue and that we're also going to see more and more complex processes that require more expertise and sector knowledge. I also expect to see new areas of things to be outsourced and more with robotics and automation. I'm a big fan of robots – they can replace the boring tasks.

As for my future in BPO, I like the type of role that I've grown into and look forward to continuing to grow and take on a bigger portfolio of clients.



Eduardo Castillo

Senior Manager

Capgemini Guatemala

Education: BBA with Finance specialization by ESI School of Management 2013 (2 months away from completing my MBA)

Certifications: GEM Expert Level & Trainer; Six Sigma Green Belt 2012; Trained Six Sigma Black Belt (project in progress)

Fun Fact: I enjoy cooking, deep sea fishing, traveling and relaxing at home.

Career: After 2 years of university in Miami, Florida I returned to Guatemala where I joined Transactel, a call center company. As a Supervisor, I managed a team of 40 FTEs for Ordering & Customer Care in Spanish and English. In 2008, I was chosen to be part of the engagement team for a large global beverage company which was initially managed by Transactel in partnership with Capgemini. I have been promoted several times, giving me an opportunity to work with other clients, grow my expertise in Procure-to-Pay (P2P) processes, and oversee a variety of projects for the Guatemala center. I now work as a Senior Delivery Manager supporting clients in consumer products and manufacturing.

I am Generation BPO: My whole experience has been around the outsourcing world and I simply love it – and I have grown a lot! The constantly changing environment, the people I meet, the different challenges I face on a daily basis makes me feel alive. Working in BPO exposes me to a different level,

takes me out of the box, and motivates me to find solutions where I can really make a difference. I think that working in a traditional F&A role limits not only your experience, but also your growth opportunities. In BPO, I can learn new things and global best practices in different industries which allows me to service clients at a high standard while constantly exploring new and better ways to perform.

“Working in BPO brings out the best in you because growing in this fast paced industry depends entirely on your skills and competencies to do things better - every year, every day, every hour.”

Skill sets and mindsets: If I were to describe a successful person within BPO in one word, I would choose PASSION... I truly believe passion drives improvement in every way. BPO is a fast paced, growing industry and the people that work in a BPO environment tend to look for ways to be unique - to be noticed, to develop their personal brand, and be recognized for their success rather than a job title.

“BPO is not a process business. BPO is a people business and we need to understand that people are essential and key in the way we deliver services to our clients.”

The Future of BPO: I see BPO continuing to help companies achieve dominant positions in their markets, generate high profits, and survive cutthroat competition by improving performance and exceeding their customer’s expectations. Advancements in technology and infrastructure will make this easier. Something that will remain the same is that people will still play a huge role in BPO so it depends on us and the investment we make in our people that will continue driving value. BPO is a great industry with a lot of opportunities. I definitely see myself as part of this company and part of BPO for many more years.



Srirangarajan H

Senior Engagement Manager

Capgemini Bangalore

Education: Advanced General Management Program - Indian Institute of Management, 2006; Bachelor of Commerce - Bangalore University, 2002

Certifications: Six Sigma Green Belt, GEM Expert Level Trainer

Fun Fact: I love cycling (mostly off road routes) and I once bungee jumped 168 meters from a hanging bridge straight into the roaring Bhoti Khosi River in Nepal!

Career: Hewlett Packard hired me in 2002 as a Process Associate during campus recruitment. This was my launch pad into the BPO industry. It was an enriching experience as I went up the ladder playing different roles with responsibilities in the Finance & Accounting area. I learned the concept of global delivery and a virtual world. The thought of expanding my horizons coincided with an opportunity that landed me a job with Capgemini where I have grown into a Senior Engagement Manager role. Capgemini gives me a great platform to display my ability and the learning along the way has been immense. Concepts like the Capgemini University and the BPO Olympics have been great learning experiences.

I am Generation BPO: Being part of Generation BPO gave me the beginning of a new way of life; a career to aspire for; a dream so achievable that many can chase it and be successful. Starting early in a BPO organization gives a tremendous boost for fast growth. The exposure to a global, multi-ethnicity, multi-cultural work environment gives that extra edge in shaping the professional outlook at a very young age. As a BPO professional I am able to help my clients get global insights into their own organization which enables them to make faster decisions. What I like the about working in BPO is that I am able to build a strong global professional network.

“The ability to work in a dynamic, changing environment and a constant focus on challenging the status quo are some things that make me uniquely generation BPO.”

Skill sets and mindsets: BPO professionals draw upon the wealth of experience they earn from different clients across a range of industries to drive improvements. To be successful in BPO, one should always put oneself into the clients' shoes and focus on end-to-end results from an outcome perspective.

The Future of BPO: BPO is in a stage of evolution. From traditional transaction process outsourcing and the resulting labor arbitrage benefits, we have come a long way in becoming transformational partners for clients. I see the future of BPO developing further in this direction with the focus shifting towards value-based outcomes. Furthermore, the BPO network which is currently limited to a few cities in each country will also see an expansion. With the current rate of expansion in the industry, I see myself growing into larger roles and expanding my professional network even further in this global village!



Grace Zhang

Engagement Manager

Capgemini China

Education: Jinan University, Bachelor Degree in Accountancy

Certifications: Project Management Professional, Six Sigma Black Belt

Fun Fact: In my spare time I enjoy traveling and reading.

Career: My career began in 2005 at Sinotrans International Air Courier Ltd. where I worked as a Finance Department Accounting Assistant. From there, I joined Capgemini and have had an opportunity to progress my career from senior associate to team manager to operation manager and now I work as an engagement manager. In my current role, I oversee the service delivery of the Dairy Farm engagement, which has around 120 staff along with an extensive service scope covering Accounts Payable, Accounts Receivable, Fixed Assets, Rental, General Ledger, Travel & Expense, and Payroll.

I am Generation BPO: Being part of Generation BPO makes me feel lucky to be a pioneer in this industry, which is young, dynamic and rapid developing. I have a number of opportunities and advantages in my job such as being able to participate in transitions, serve as a leader to engage people, build rapport with clients, and access advanced technology to standardize processes, drive continuous improvement and

so on. Most important, because I was young when I started working in BPO my managers cultivated me so that I could improve my skill sets and grow fast in a few short years.

As a BPO professional, I believe my value to clients is the collaboration to help the client achieve success in their business. I am their partner and I can continuously provide added value to my clients.

I enjoy working in BPO because of its diversity, creativity, and being able to work with excellent people and have incredible achievements.

Skill sets and Mindsets: I believe people who work in BPO are proactive, resilient, innovative, persistent, influencing and have good interpersonal skills. These are the traits that make me uniquely generation BPO which I also think are the most important characteristics a person should have to be successful in BPO.

The Future of BPO: In the past decade, BPO has grown up from a baby into an adult. Nowadays it is no longer new to businesses in terms of the maturity and value of the BPO industry. Global companies are more and more willing to outsource their F&A or other processes to external professional vendors so as to leverage the expertise to manage their global process, and then they can develop their core business. Personally, I will continue my career in BPO; I like both the challenges and opportunities, and I believe my solid knowledge and profound experience will help me move forward.



Agar Sosa

Collections Assistant Manager

Capgemini Guatemala

Education: Master in Business Administration, from Escuela Superior Internacional, graduated in 2014

Certifications: Lean Six Sigma Green Belt, and Lean Six Sigma Black Belt

Fun Fact: I love cats and I am very family oriented

Career: I first started working in a call center and in 2008 when Capgemini began its partnership with a global beverage company to provide F&A Collections services from Guatemala, I had the opportunity to be a Team Leader as part of the transition. After completing my Lean Six Sigma Black Belt training, I was promoted to Assistant Manager of the Delivery Excellence team where I gained experience in managing projects, providing mentoring and guidance to members of the center in addition to interacting with other clients and working remotely with members of the global Delivery Excellence teams in Chile, India, and Poland. I have also learned how to apply advanced tools related to Six Sigma and other methodologies and am gaining more experience in people management in my current role as a Collections Assistant Manager.

I am Generation BPO: For me, it is very rewarding to be part of Generation BPO as I have been part of a group of professionals that have led a change in how services and transformation are provided to clients. This generation has had to break previous models, come up with new ideas and innovate, which is what makes working in a BPO different from a traditional F&A function. At a traditional company, the rule of thumb is usually “this is the way things have always been done, and we will keep them that way,” whereas in the BPO industry, the challenge is to keep changing and moving towards something different.

As a BPO professional, I bring the value of a broader picture and knowledge gathered from other similar experiences with other clients. I bring the value of the constant training and development that I receive in Capgemini which I can apply to the services provided to the client. I also bring the value of being able to come up with new ways of doing things in such a manner that even when the bar keeps being raised, I can provide more than what is expected.

Skill sets and mindsets: Generation BPO is made of courageous people who take over new challenges with tenacity and resilience. We are ambitious and willing to endure situations that other professionals may not be able to overcome. Generation BPO is willing to work hard, and at the same time have fun, share with others, keep looking at the future and go after our dreams while helping others achieve theirs.

The Future of BPO: BPO is still an emerging industry and I see it in the future covering a broader scope of functions and processes performed usually by the traditional companies. I see myself growing along with the industry and being able to expand the skills I have acquired so far, and gaining further experience in new processes as they are offered to new clients.



Irmina Masiuda

Service Delivery Manager

Capgemini Poland

Education: Cracow University of Economics, Master of Accounting, 2001

Certifications: Certified Accountant from the Polish Accountancy Association and Six Sigma Green Belt

Fun Fact: I spent 1 year in China to support Capgemini's center in Guangzhou, I love cooking and embroidering

Career: I started in BPO as a temporary employee for International Paper's (IP) Accounts Payable French department. After I became a permanent employee, I had the opportunity to spend five weeks in the US - it was a great experience to travel to North America, work with IP employees, gain more knowledge, document processes and then to use that experience to set up General Ledger operations in Poland. Following my promotion to Process Leader, I was asked to lead one of the key engagements at the then newly-set up China center. My time in Guangzhou was one of the most important and valuable experiences in my life. It was very difficult, especially at the beginning, to understand the Chinese culture, gain the trust of the team and to lead them in the right way. But I managed. Upon my return to Poland, I continued to progress my career, working with clients in different industries.

I now serve as Program Manager for a transition team in Europe while providing leadership and management oversight to our Katowice BPO Center operations.

I am Generation BPO: I'm very proud of the fact that I was one of the people who laid the foundations of Capgemini BPO and BPO in general, especially in Krakow. It is not easy to understand what we do but it's definitely not an accountant's job. It's more inspiring, motivating and creative. I work with global clients as a process specialist, providing my inputs to developing the company's assets and sharing my learning with others. I have the freedom to propose and implement new ideas. My future is in my hands and this is the biggest beauty of BPO within Capgemini.

The biggest values I bring are my openness, motivation and human approach. I like working with people and BPO is about people. Of course, it's also about automation and continuous improvement, but firstly, it's about people. As managers, we need to find the best way to inspire our teams for further growth, just as we expect our top management to motivate us.

I'm very proud of the fact that I was one of the people who laid the foundations of Capgemini BPO and BPO in general, especially in Krakow.

Skill sets and mindsets: The key words are: flexibility, customer focus, creativity, positive thinking. You should not only fulfill your goals but also welcome new ideas, projects and initiatives. Managers need to build the company culture and show their teams how to represent the company in front of external clients or internal stakeholders. You also need to be self-confident, strong and stress-resistant. But all this comes with experience.

The Future of BPO:

I see BPO becoming more demanding, requiring more strategic thinking from us. Clients see BPO as a real value-add, not just pure cost-cutting. I think that the quality of our work and our people (dedicated, professional, open and friendly) will become even more valuable than it is now.

I would like to develop my career in BPO, definitely. I can use my broad experience to help to answer client expectations and bring an innovative approach. Looking forward to it!



Luis Miguel Flores

Service Delivery Manager

Capgemini Guatemala

Education: Universidad Mariano Galvez, CPA or Accounting Bachelor Degree, 2008; Tecnológico de Monterrey, Logistics, Materials, and Supply Chain Management Associate degree, 2014

Certifications: LSS Black Belt

Fun Fact: I am the father of 2 beautiful kids; I love good food, travel, enjoying life with my family; and playing soccer (not very good at it) but I'm a good fan

Career: I am one of those people who needs to love what I'm doing or I get bored, which is why BPO is a great career for me. I first joined BPO in 2003 as a Customer Service Representative which allowed me to continue studying and exposed me to a set of opportunities to grow. I was named the best customer service representative of the center in 2003 and became a trainer for the client while learning new skills and a new language of business (SLAs, Metrics, Improvements, Lean Processes, Quality, etc.). I moved to another BPO company where I specialized in security and started to work in Supply Chain and Logistics before moving to Capgemini to become a Financial Customer Service Manager which let me mix what I learned from my previous two jobs.

Then a new opportunity came to join another engagement working with the transition team and I am now responsible for the client operations across Guatemala and Brazil.

I am enjoying this ride and loving every stage of my BPO life... I proudly say I love what I'm doing!

I am Generation BPO: Being a BPO employee allows me to be innovative, up to date with the trends of the market, to think outside the box and implement changes that improve costs and increase productivity. It also makes me a customer service person, not only at work but as part of my day to day life. It strengthens my values and ethics since I am representing the company that is helping improve our customer's businesses.

Skill sets and mindsets: There are a lot of personal values that Generation BPO have such as hard work, dedication, honesty and responsibility. But we are also solution finders, innovators, and chameleons in the way we adapt to changes in our organization or our client's organization. We are efficient, reliable and able to multitask while driving results and process improvements. With a combination of creativity and analytical skills we deliver and create cost-effective solutions for internal and external clients.

The Future of BPO:

My future, my present and my career is Capgemini, the company that really appreciates its employees.

For more details contact:

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About Capgemini

With 180,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Capgemini is a recognized global leader in the provision of Business Process Outsourcing (BPO) solutions and services. We collaborate with some of the world's largest multinational companies, helping them transform their business processes and accelerate business outcomes in the areas of Finance & Accounting, Supply Chain Management & Procurement, Customer Operations Management, and Human Resources. Capgemini leverages the strength of its proprietary Global Enterprise Model (GEM) to deliver powerful analytics-driven BPO solutions tailored to each client's individual needs. As part of Capgemini's Rightshore® delivery network, a team of over 16,700 BPO professionals provides services to more than 100 globally diverse clients in 38 languages, 24 hours a day, seven days a week. This is done from an integrated global network of delivery centers in Australia, Brazil, Canada, Chile, China, France, Germany, Guatemala, India, the Netherlands, Poland, Sweden and the United States.

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