

sourcing|focus

Published by the Global Sourcing Association



Welcome!



Wow, February is the shortest month, but I cannot believe how quickly this month has passed – it probably has something to do with how busy we've been at the GSA. We launched the Festival of Sourcing and it's been a truly fascinating programme to date.

Our kick-off event detailed the intent of the Festival – to celebrate the industry and to look at all the hot topics impacting our industry right now. That panel was followed by a subject of huge importance to our industry now – to the globe even – mental health. Here, on the Inclusion and Diversity Stage we promoted the importance of a solid mental health programme for employees and how that is very different from employee engagement. Teleperformance later shared their own mental health and employee engagement programmes – which left our audience feeling totally inspired. Congratulations to Teleperformance and your accreditation by a Great Place to Work is very well deserved.

We as an industry association are going to continue to champion mental health and promoting strategies to improve companies' programmes. A mental health crisis is coming if we don't act now!

Next up on the Inclusion and Diversity stage was Women in Sourcing. Did your company publish their gender pay gap information this year?

After years of working towards gender equality the pandemic has pushed us back massively! The government introduced an exception to firms publishing their gender pay gap information during the pandemic. As a result only 50% of companies still published their gender pay information! Only half of companies voluntarily did this. Shocking! We will publish a pay gap report collating the data from providers across the industry to better understand the issue to better drive change.

Through the interaction with women at our event, the taboo subject of menopause in the workforce was highlighted. There's so much being done for career women during the childbirth and child rearing stages, but more needs to be done at a menopausal stage of life. This was unanimously agreed. As a result, the GSA is going to look at

an industry support initiative that will ensure more attention and support for women juggling their careers whilst going through the menopause.

The Launch of the Council for Supplier Diversity UK:

We also celebrated the launch of the Council for Supplier Diversity UK (SDUK), a group of professionals wanting to create change in the supplier diversity space and create best practice for the industry. Collaboratively we are working to define Supplier Diversity, develop best practice in creating diverse supply chains, collate benchmark data to understand what good diversity looks like and a platform to find diverse suppliers.

The founding members of the SDUK are Sunita Hirani, Senior Contracts Manager at the BBC, Sara Ahmad, Associate Director & Lead, Strategic Sourcing & Procurement UKI at BMS, Farida Gibbs, CEO of Gibbs Hybrid and myself, and we have onboarded other members from industry thought leaders in this space to include the Cabinet Office, Facebook, EDF, Accenture and John Lewis.

We then moved on to the SourcingTech Stage and I chaired a fantastic discussion with leading analysts from TechMarketView and Everest. In short every company now needs to see themselves as a technology company, but navigating through the digital chaos many companies are finding themselves in is a challenge. Platforms have changed what service supply looks like and has driven a reduction in long term commitment to providers. Digitally native providers will challenge traditional service providers. Collaborative decision making is key moving forward and sourcing needs to be better recognised as a friend of the business to enable dynamic, multi-party supply chains.

Our SourcingTech stage then moved on to cover Tech For Good. Our highly motivational speakers left us wanting the term Tech for Good to become redundant as we become instilled with an ethos that technology should always be used to aid society. However, in the short term we will work to create a stronger network for Tech for Good and champion success stories and promote the importance to ensure that the ongoing increase in automation does not disproportionately affect minorities.

Last but by no means least we worked with our partners in the Global Technology & Business Services Council to put on an event on open talent. I personally believe we are on the cusp of the open talent revolution. I personally believe that open talent will be the biggest disrupter the outsourcing and shared services industry has faced. I personally believe it is a very exciting and huge opportunity for businesses and individuals around the world. We curated the most fantastic line up of global speakers and covered everything from definition and standards, to platforms and models, as well as what this would mean for the future of work and the future of service delivery.

A huge thank you goes out to all of our speakers, as without your experience and expertise we would not be able to bring such key subjects to the fore. Expect a lot more from the GSA driving these initiatives forward along with many more! We always need some community support, so please get in touch with me if you are interested in helping drive change and getting more involved!

Thank you to all of our speakers:

- Nitish Mittal, Vice President at Everest Group
- Duncan Aitchison, Research Director at TechMarketView
- Matt Juden-Bloomfield, Head of Automation & Transformation and Global For Good Lead at Blue Prism
- Eleanor Thompson, Alliances Manager at Fivetran and GSA Council Member
- James Gough, VP EMEA at Infinite Lambda
- Lisa Dolan, Director of Employee Engagement at Teleperformance
- Graeme Matheson, Outsource Operations Lead at John Lewis Partnership
- Mark Devonshire, Vice President & Head of Client Delivery, NTT Data Services International
- Alistair Niederer, Head of EMEA at TTEC
- Joel Walker, Global Head of Corporate Services Procurement, Vodafone
- William Carson, Director of Market Engagement at Ascensos
- Jill Mead, Founder and Director of WeTalkToo
- Sunita Hirani, Senior Contracts Manager, BBC
- Farida Gibbs, CEO, Gibbs Hybrid
- Sara Ahmand, Associate Director and Lead: Strategic Sourcing and Procurement UK&I, Bristol Myers Squibb
- Joe Williams, Supplier Governance Manager at Aviva and member of the GSA Executive Council
- Tara McGeehan, President of UK and Australian Operations and Member of the Group's Executive at CGI
- Debra Maxwell, CEO at Arvato CRM Solutions UK

If you missed any of our webinars, you can view them on our website [here](#).

Here's to March and springtime.

Best,



Kerry Hallard
CEO
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By Ravi Veerasubramanian at
NTT Data UK

Don't Make Your CFO Grumpy
Just Because You are Going
Cloud-Native!!



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Monthly RoundUp



Top Industry News and Articles Round-Up

[PUBLIC PROCUREMENT GREEN PAPER](#) - The Government has published its Green Paper for Public Procurement. If you would like to contribute a response via the GSA, please email admin@gsa-uk.com.

1. [Microsoft's New Gig: A LinkedIn Freelancer Market Rivaling Upwork, Fiverr](#) - LinkedIn are set to launch "Marketplaces," a platform for freelancers.
2. [Uber Loses Gig Workers Rights in UK Supreme Court](#) - Uber workers are set to gain employment rights after a UK Supreme Court Ruling.
3. [Silicon Valley Shifts to London in UK Tech Boom](#) - London is set to be the global tech capital of Europe as tech venture capital booms!
4. [Feeling the Strain: Stress and Anxiety Weighs on World's Workers](#) - The pandemic has changed people's lives massively, mainly negatively according to the Financial Times latest survey!
5. [Limitless Announces \\$10m Series B, Adds Genesys as Investor and Technology Partner](#) - Limitless are excelling in the industry as they announce that they've raised \$10m in Series B funding.
6. [Britain Sets out Blueprint to Keep Fintech 'Crown' after BREXIT](#) - A plan to stay competitive within the \$10billion UK Fintech market is being established.
7. [Australia Passes Law Making Facebook and Google Pay for News](#) - Big Tech firms in Australia will have to pay for the news they share on their platforms as anti-trust regulations are imposed
8. [China's Huawei, reeling from US Sanctions, Plans Foray into EVs](#) - Reports that Huawei want to break into the electric vehicles market this year under their own brand
9. [HPE Acquires Cloud Intelligence Platform CloudPhysics](#) - HPE are excelling in data-driven insights as they release their new Software-Define Opportunity Engine and acquired CloudPhysics
10. [HMRC Confirms Leader for £300m Cloud Migration Programme](#) - Denise Dourado has been formally appointed as the SRO for the Sourcing our Technical Futures Scheme.



Are you listed on our Partner Platform?

This month the most reviewed service provider is Future Processing, with 22 customer feedback reviews.

For more information regarding our Partner Platform including how to get listed and to view our current directory, please click [here](#).



The UK Awards 2021

Shortlist to be announced next week!

We are looking forward to the 25th of March. Get ready to celebrate the amazing talent in our industry.

For more information, please click [here](#).



SourcingTV Interview with M+Group

Kerry Hallard, the CEO of the GSA interviews Tomislav Glavas, the CEO of M+ Group.

M+ Group is an inspirational dynamic challenger to the service provider industry and the largest independent contact center and business process technology outsourcing (BPTO) company in Southeast Europe.

They have experienced phenomenal growth over the last 5 years, starting up with around 100 employees to now with over 8,000!

This success story has been achieved by their organic M&A approach and growth in their current portfolio's.

Listen to M+ Group's story of growth and aim for the future [here](#).



Giveaway Winners Announced!

The GT&BSC were delighted to be given the opportunity to giveaway a couple of E-Books with the launch of Matthew Mottola and Matt Coatney's new book called The Human Cloud, courtesy of Harper Collins.

Well done to all the winners, there were some very creative comments:

Joel Walker; Iman Ibrahim; Mohan Dharmappriya; Mark Devonshire; Stephen Crawford; Swati Yardi; Bhagran Kommadi; Ray Clark.



GT&BSC Open Talent Webinar

On Wednesday 24th of February we hosted another Global Series dedicated to Open Talent! This webinar was really topical with Microsoft's latest announcement to launch into gig with plans for using LinkedIn as a 56m strong freelancer platform.

We looked at the world of open talent, demystify the terminology around gig platforms and started the discussion of how both buyers and service providers can create their own open talent platforms, as well as what this might mean for the future of work.

The Open Talent Revolution is upon us!

Key Statistics:

- McKinsey suggests that by 2025 the online Open Talent Platforms will boost the Global GDP by \$2.7 trillion with \$414 coming from Gig IT Services - Are you tapped in yet?

-According to Gartner, Gig workers represent 15% to 25% of the global workforce and is projected to rise to 35% to 40% by 2025.

Recordings are coming soon to the GT&BSC website, [subscribe](#) now to get notified when they are live!

Our Next Event...



Green Paper for Public Procurement Roundtable Discussion - 4th March, 09:30

The government have recently released a Green Paper for Public Procurement which is intended to shape the future of public procurement in this country for many years to come. Review the Green paper [here](#) and join our roundtable discussion to have your say on the recently released Green Paper for Public Procurement as the GSA curates an industry response to the paper.

Register [here](#).

Upcoming Events...



Festival of Sourcing Contracting Stage - Contracting Principles - 9th March, 9:30

Standard contracts are a thing of the past. Contracting models are overdue a refresh.

A contract should mean win/win for all parties. Are we doing contracts 'right'?

This session will cover the following:

- Introduction and background to GSA's Sourcing Principles and Code of Conduct
- How can we better reflect the Principles and Code of Conduct in our sourcing contracts?
- Changing our approach to contracting, including use of 'design thinking' principles.

Register [here](#).

Festival of Sourcing SourcingTech Stage – Driving Innovation through Tech – 9th March, 15:00

Technology trends are reshaping businesses, markets, and entire economies. Are you making the most of the tech available to you, to drive innovation within your business? Is there more you can do? As a business, it's important to continually drive innovation to stay ahead of competitors, whether you're a big player or a start-up. Our speakers will share their journeys in using tech to drive innovation within business.

Register [here](#).

Festival of Sourcing Contracting Stage – Best Practice for Exit – 10th March, 09:30

Do you have an exit strategy?

The GSA is relaunching its Best Practice Guide for Exit, as unbelievably, too many sourcing arrangements are entered without an exit clearly defined. This session will set out the importance of a good exit for both parties and how to's.

Following the pandemic, we're seeing an increased trend of clients looking to renegotiate current contracts and hesitancy to enter into new contracts, with a focus on exit strategy and business continuity plans. A workable exit strategy is an essential feature of any contract. Without it you risk becoming locked-in to your supplier and/or you risk disrupting service delivery. Not planning for an exit can spoil a relationship with partners that have taken a long time to build.

Register [here](#).

Festival of Sourcing CX Stage - CX Tech – 11th March, 09:30

So many technologies have been overhyped. Vendors, analysts, influencers and consultants create this false burning platform and a FOMO. The reality is

often that the technologies cost more in both time and money than the benefits they deliver. Sometimes good old-fashioned human processing is the best solution.

We're all a lot more clued up on collaboration tools such as Teams now that were working from home. Have you considered the use of these tools within contact centres and how might they impact the future of customer service delivery? There's so many new technologies out there, but which of them can have a positive impact on delivering customer experience and enhance the performance of an agent?

Register [here](#).

Festival of Sourcing CX Stage – Great Gig CX – 11th March, 11:30

There is much confusion about what gig really is and what it means for CX. There is no clear definition and no framework for what good GigCX looks like. Is Gig the future of CXM?

There's no doubt that gig is the future of work and how people want to work. How do you embark on the journey of Gig and Open Talent and more importantly, how do you do it right? CX is a people business, when costs are negotiated, people's livelihoods are affected. We need to be thinking about fair pay, benefit structures, diversity and inclusion, wellness of gig workers, as well as how we can develop the talent on a platform and upskill freelancers, keeping them motivated to work. We need to put the people first.

Register [here](#).

Speakers for these sessions include:

- Tony Chambers, Head of Digital at TTEC
- Jeffery Tramel, CPO at NTT Data Services

- Maggie Buggie, Chief Business Officer, SAP Services
- Mike Kail, Executive Technologist with Palo Alto Strategy group and CTO of Everest
- Mark Devonshire, Vice President & Head of Client Delivery, NTT Data Services International
- Simon Lightman, Partner at Eversheds Sutherland
- Roger Beadle, Founder at Limitless
- Marcel Stroop, Business Development Director at 5CA
- Paula Kennedy, Vice President at Concentrix

25th March - UK Corporate Awards Ceremony.



Call for Council

The GSA is the UK's ONLY industry association and professional body for strategic sourcing representing buyers, providers and the ecosystem of companies and individuals. We are the UK's leading membership community for technology and business services and the ONLY independent voice on the challenges and opportunities facing buyers and providers of technology and business services.

The work we undertake is for the industry, but to deliver our hugely ambitious programme we need the direct involvement of the passionate and brilliant people of our industry. This industry is all about collaboration – now so more than ever.

In the next couple of weeks we will be opening our Council member elections. If you feel you can help drive and sustain change in this industry, if you feel your voice can add to the discussion, are passionate about one or several of the topics on our 2021 agenda, and wish to get involved, then we'd love to hear from you! Please contact me directly on kerryh@gsa-uk.com. If you want to chat to learn more, do let me know and I will get a call arranged.

Click [here](#) to view our council



Guest Blog

Don't make your CFO grumpy just because you are going cloud-native!!

By Ravi Veerasubramanian, Director, Cloud & Digital Managed Services at NTT Data UK



CTOs and IT teams love the public cloud (IaaS and PaaS) – because of its elasticity, feature-set, ease of use and flexibility that make their lives easier. Plus they get to tick the “cloud native” box which looks cool.

What doesn't make their CFO's happy is unplanned or unexpected costs and budget overruns.

Many IT leaders are chasing promised savings as they migrate application and data workloads to the public cloud - but are they getting the savings they expect?

At the push of a button, people want to be able to move from legacy on-premises software to the cloud – but that is still just a dream and not what happens in reality. Many IT leaders and buyers are disappointed at the actual reality that turns out to be a painfully slow migration process, often with an unexpectedly large invoice at the end.

Finance teams need training to support IT leaders, to help them plan and forecast in a cloud-native world. So what are the three key focus areas?

1. Cost models

Every cloud workload migration should come with a cost model based on “full-lifecycle” total cost of ownership (TCO) metrics, as with any other IT workload. As part of this, there needs to be an “as-is/on-premises” versus “in the cloud” comparison – as far as possible using the same cost-drivers and real data.

2. Consumption based financials

The days of raising and approving large purchase orders (POs) for procuring IT assets are distant history. In the new world of cloud computing – only having strong IT-Finance collaboration ensures robust budgeting, chargeback, and resource accounting is adopted.

As part of this, the IT budgeting process has to be re-aligned to mirror the shift from large cyclical capital expenditure (CapEx) spend to ongoing operating expense (OpEx) spend.

3. Existing fixed costs

On-premises costs won't magically vanish after cloud migration – no it won't. It's necessary to budget for some retained workloads on-premises and to plan how to manage the disposal, resale, and reuse of any new kit that still has usable life.

What to expect

It's important to be wary of a fixed fee after a set migration period. It's better to tie the migration period to actual workload units, not timescales in months.

Payments should be based on actual and fully operational migrated workloads, not the pre-deal estimates on which your minimum spend commitment is based. Look at a mix of 'compute-units tiering' and a 'volume X stock keeping unit (SKU) based model' with a charging formula and rate-card – not a fixed price.

Equally, be sure to hold your hyper-scaler to account on any post-migration value and cost benefit claims made in the sales cycle.

It's also worth taking time to get to grips with the platform's pricing model and how your workloads drive the costs you'll be charged for – do note that the pricing models are in constant flux.

Tagging

There are several ways you can further ease the process of migrating to the cloud. “Tagging” helps users organise and make sense of cloud data. It is surprisingly easy to tag cloud resources by assigning metadata values to simple things like name of application, project or service, user group, cost centre, instance type and workload group.

Tagging is hugely powerful, but it requires an enterprise-wide naming-convention that is adopted at scale. It is the cornerstone to enable budgeting, billing alerts, usage monitoring and the ability to spot and suspend orphan services/workloads before you get an unexpected bill.

Choosing services

As your cloud strategy matures, you’ll need to make decisions about which mix of services work best for you.

For pricing, there are three options: on demand, spot or reserved. On demand requires no commitment. It costs the most but offers the best service. Spot provides the highest level of savings, but it is unpredictable and unsuitable for long-term projects. Reserved requires a one-year or three-year commitment in exchange for discounted service.

You’ll also need to decide on storage type. File storage is the simplest form of storage, and it works best for smaller data sets. Block storage stores volumes filled with files that have been split into equal-sized data chunks. And object-based storage stores data in isolated containers known as objects.

There are other considerations are connectivity, availability, etc. where the hyper-scalers all offer services unique to each one of them. I am not going to even try and cover this higher value services here related to databases, AI/ML, big data, edge computing, content delivery and DevOps.

“Infrastructure as code” and auto-scaling

“Infrastructure as code” enables you to manage your IT infrastructure using configuration files. This increases speed, consistency and accountability. “Auto-scaling” is a way to automatically allocate or remove computing resources.

These are both useful features and the ability to automate them takes a lot of drudgery out of IT Operations. However, without adequate control and monitoring, these nifty features can lead to unforeseen and sudden large increases in your monthly bill.

Expertise

Experts for hybrid and multi cloud are hard to come by. Finding a good partner with real expertise in hybrid and multi cloud is key. Equally important is that this should be someone who also understand legacy IT and its modernisation.

With the right technical expertise, cloud-native tooling and automation can maximise the pace and scale of adoption for your enterprise. A credible systems-integrator (SI) will also be comfortable signing up to a predictable cost model based on payment for each application or workload migrated successfully.

Right now, there are lots of cash-strapped firms. Many public cloud solutions providers are offering 'migrate and run' managed services with all upfront migration costs being amortised into a minimum term OpEx fee based on the number, size and complexity of migrated workloads.

Keeping the CFO happy

Finally, there are a few key metrics that can be critical to a public cloud commercial and financial construct – these are:

- Transparency is crucial; there should be a clear correlation between costs and types of services used.
- Predictability of cost increases or decreases; with well-understood and quantified cost drivers.
- Independence; the buyer seamlessly by able to easily flex capacity, add/drop features, and dial up/down charges in line with business needs, changes and cycles.
- Pricing and charges should also trend with current market pricing to ensure market-competitiveness – this is always downwards by the way.
- Verifiable cost savings; going cloud native has to be cheaper than staying on-premises on a 'like-for-like' basis.

If these criteria are fulfilled, you are very likely to reap the benefits of the cloud without the burden of an unexpectedly large bill.



Connect with Ravi and join the discussion [here](#)



Join the GSA Community!

If you want to receive more from the GSA and to have access to the GSA's Best Practice guides, market research reports, call for speakers, among other benefits then become a member now!

Join us to transform your strategic sourcing opportunities by making today's changes work for you - whatever challenges lie ahead.

Become a member [here](#).