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Book Descriptions:

bpo manual

Novel, modern process management techniques can take your business from good to great. One outgrowth of BPM, business process outsourcing BPO, can enable just such a change if enacted in a careful, conscientious manner and with a quality vendor. Along the way, BPO experts weigh in, and we even provide a vendor scorecard template to make that decision easier for you. The services can include payroll, accounting, telemarketing, data recording, social media marketing, customer support, and more. BPO usually fills supplementary — as opposed to core — business functions, with services that could be either technical or nontechnical. From fledgling startups to massive Fortune 500 companies, businesses of all sizes outsource processes, and the demand continues to grow, as new and innovative services are introduced and businesses seek advantages to get ahead of the competition. BPO can be an alternative to labor migration, allowing the labor force to remain in their home country while contributing their skills abroad. BPO is often divided into two main types of services back office and front office. Backoffice services include internal business processes, such as billing or purchasing. Frontoffice services pertain to the contracting company's customers, such as marketing and tech support. BPOs can combine these services so that they work together, not independently. The BPO industry is divided into three categories, based on the location of the vendor. A business can achieve total process optimization by combining the three categories Offshore vendors are located outside of the company's own country. For example, a U.S. company may use an offshore BPO vendor in the Philippines. Nearshore vendors are located in countries that neighbor the contracting company's country. For example, in the United States, a BPO in Mexico is considered a nearshore vendor. Onshore vendors operate within the same country as the contractor, although they may be located in a different city or state.http://amorbj.com/upload/file/2020/09/110915233462.xml

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For example, a company in Seattle, Washington, could use an onshore outsourcing vendor located in Seattle, Washington, or in Huntsville, Alabama. Some people believe that businesses are only after the tax break associated with outsourcing jobs, or "shipping jobs overseas" as some political ads claim. According to PolitiFact, this is a flawed notion. PolitiFact concedes that there are tax breaks for a company when it relocates, whether out of country or to a different state, but there is no specific tax break or loophole in the U.S. tax code related to outsourcing. What is relevant to this argument, however, is that the U.S. corporate income tax is one of the highest in the developed world 39.1 percent. Therefore, U.S. companies benefit from outsourcing operations to countries with a lower income tax because businesses pay the rate of their host country. In addition, businesses cite many other reasons to engage in outsourcing To decrease costs Outsourcing cuts down on costs for inhouse labor, particularly for staffing and training, and for the work space to accommodate local employees. An outsourcing company physically located in a developing country leverages lowercost labor markets. Finally, outsourcing enables businesses to use variablecost models, like feeforservice plans, instead of fixedcost models that are required when retaining local employees. To concentrate on key functions Outsourcing allows businesses to hone in on their main offerings instead of company functions that aren't directly tied to their core processes. For example, when outsourcing, the company won't have to monitor the payroll accountant's performance. Rather, it can focus its energies on highlighting its business differentiators and maximizing overall growth. In turn, these

actions can boost a company's competitive advantage and enhance its interactions with the value chain. Ultimately, the company can enjoy improved customer satisfaction and increased profits.http://e-instar.com/userfiles/countax-400-manual.xml

To achieve better results in noncore functions Outsourcing companies specialize in what are considered noncore functions of other businesses, delivering worldclass capabilities for its clients. In fact, an outsourcing company that invests in specialized processes and technologies can deliver cuttingedge breakthroughs to its clients. For example, a gaming design company may not want to pay for the latest payroll program on the market, but an outsourcing business that offers payroll services would likely make that investment to benefit its own performance, as well as that of its clients. To expand their global presence Some outsourcing companies can serve customers in multiple languages, around the clock, thus relieving the local company of the responsibility. Outsourcing companies can leverage their presence in multiple countries and keep the local company's redundant divisions to a minimum. For example, WNS Global has 37 "delivery centers" across the world and specializes in business process management. To enable flexibility Companies that outsource their noncritical functions can act more quickly and more efficiently when managing the risks associated with introducing new products or services. They can also reassign their internal resources to more critical functions to help ensure better coverage and allocate responsibility. To improve speed and efficiency Companies that outsource processes are opting to let specialists handle those tasks, thus saving time, improving accuracy, and increasing their capacity. For example, a BPO that specializes in records management can automatically index documents, making them available for retrieval and keeping a company in compliance with legal requirements. This replaces manual data entry and storage. Ryan Fitzgerald, owner of and realtor at Raleigh Realty, has extensive experience with BPOs. He says, "There are both pros and cons to creating an outsourcing process for your business.

The obvious pros are that it saves you time and effort, which likely saves you money. There are only so many hours in a day, so you will want to focus the limited time you have on the work that makes you the greatest ROI return on investment on your best work. "Another pro is that there is a good chance the person youre outsourcing your projects to is armed with a better skill set for the specific goal youre trying to accomplish. By outsourcing your work, you allow yourself the opportunity to be more productive and grow your business faster. "One of the biggest cons is that you leave yourself exposed if you dont do the work yourself. What happens if the person youre outsourcing to moves away. What if they take your ideas and give them to other businesses youre competing against. We had an instance where we bought a lot of video marketing equipment and decided to outsource our projects to a video professional. That video professional is now reaching out to our competitors to ask if they would like the same work done. That means one of our competitive advantages is potentially lost if other real estate companies see the value. "There are a lot of benefits to business process outsourcing, but make sure you keep an eye on how it could come back to hurt you as well." Some of the participating industries include healthcare, pharmaceuticals, energy, business services, retail and ecommerce, telecom, automotive, utility companies, banking, supply chain, capacity solutions, and asset management. In fact, the growth in BPOs has resulted in the emergence of subspecialties, including the following Information technologyenabled services ITES BPO This form of BPO leverages information technology IT over the internet or data network to deliver services. Some examples of ITES BPO jobs are service desk analyst, production support analyst, and IT analyst. Knowledge process outsourcing KPO KPO has changed BPO a bit.

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Some KPO vendors support functions that are considered core in business, although they may not be core functions in the particular business that hires them. KPO firms offer more than process expertise; they may also provide business and domainbased expertise. Some examples of KPO

services include research, analysis, or Microsoft Word and Excel work. KPOs may be capable of making lowlevel business decisions if they do not conflict with higherlevel business policies, but those decisions may be undone easily. KPO vendors are usually linked to the business's value chain, and they hire people who are competent in a specific field. Legal process outsourcing LPO LPO is a subset of KPO and encompasses a huge range of higherlevel legal work, not merely lowerlevel legal transcription. LPO firms can draft patent applications and legal agreements, as well as perform legal research. Some LPO firms even advise clients. Inhouse legal departments usually retain LPOs. Experienced paralegals using industrystandard databases do the work. Research process outsourcing RPO A subset of KPO, RPO specializes in research and analysis functions. RPO companies perform research and analysis work that supports business, investment, biotech, and marketing firms. Travel This pertains to all the operations a business needs to support its travel logistics, from reservations to hotel and vehicle bookings. Travel BPO saves money for the company because it cuts costs while increasing customer satisfaction. Airline and travel companies also engage in BPO for either front or backoffice process streamlining. For example, an airline could outsource its ticketing process. Each BPO company will specialize in specific services.

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They may be grouped as follows Customer interaction services The BPO company would cover a business's voicemail services, appointment schedules, email services, marketing program, telemarketing, surveys, payment processing, order processing, quality assurance, customer support, warranty administration, and other customer feedback. Backoffice transactions This includes check, credit, and debit card processing; collection; receivables; direct and indirect procurement; transportation administration; logistics and dispatch; and warehouse management. IT and software operations These technical support functions include application development and testing, implementation services, and IT helpdesk. For example, manual data entry can be replaced with automated data capture, increasing data intake and reducing cycle time. Finance and accounting services These functions include billing services, accounts payable, receivables, general accounting, auditing, and regulatory compliance. Human resource services BPOs can help address workforce challenges. They can also cover payroll services, healthcare administration, hiring and recruitment, workforce training, insurance processing, and retirement benefits. Knowledge services These higherlevel processes may include data analytics, data mining, data and knowledge management, and internet and web research, as well as developing an information governance program and providing the voice of customer feedback. Not only are these countries geographically disparate, they are different cultural entities as well, which may constitute a risk for the contracting company. In fact, hiring any outside vendor to perform business processes for your company comes with inherent question of efficiency and quality. This is especially concerning because the industry has seen reported shortages in skilled workers, increased trade protectionism, and gridlocks due to political issues.

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Other risks include the following Security In outsourcing, especially when information systems IS are involved, companies face communication and privacy risks. Security is more difficult to maintain when the business taking care of your IS is not in the same country, especially one with different security requirements. Potential data privacy breaches and vulnerability disclosures are a real threat, particularly with the current prevalence of hacking. The internet, which makes BPO for IT feasible, also may offer a portal through which hackers enter. Underestimating the costs of services Companies that employ BPO vendors often underestimate the running costs, especially in upgrades and contract renegotiation. Other hidden costs include vendor selection, currency fluctuations, hardware and software upgrades, internal transitions, layoffs, and the potential decrease in individual worker productivity. Overdependence on service providers Once a company designates a

vendor for specific processes, the vendor becomes a part of the workflow. The company can incur extraneous costs and decreased productivity when the vendor encounters problems or lapses in its work — for example, when the cost of hiring workers increases. Vendors often replace veteran employees with less experienced workers to keep costs down, and quality suffers as a result. Communication issues Language barriers can limit activities when your company hires individual service providers spread across the globe. This can result in delays in new processes and curbs on feedback from different departments, and it can potentially magnify current problems in your business operations. Further, customerfacing services may present language barriers to thirdparty vendors. When outsourcing your processes and parts of your business, you face significant risks, depending on the type and structure of your company. For example, in very large segmented companies, outsourcing only the back data entry can carry a low risk.

But for a small business that is reliant on BPO as part of its manufacturing, the risk increases. Other possible risks associated with outsourcing include Data breaches Quality control Operation restoration Nonlocal employees Maintenance of strategic alignment Political instability Changes in technology and exposure to hacking Specialization to the point that the niche demand is no longer necessary On the other side of the equation, BPO companies face risks as well. These include Robotic process automation RPA RPA uses bots or artificial intelligence AI, a form of cognitive computing. These robots operate on a user interface in the same way a human worker would. Due to the demand for increased cost efficiency and innovation, robots are becoming more widespread. According to the Institute for Robotic Process Automation, RPA creates 2550 percent cost savings. Robots cost between onefifth to oneninth of a fulltime equivalent FTE worker in the United States, and about onehalf of an FTE in a developing country. Some experts postulate that BPOs may adopt RPA in limited use or that BPOs will still have contracts, but their role will change to become more of a consultant. Millions more are employed by BPO companies in Europe and the United States. BPO vendors are located all over the world, especially in developing nations with low income tax. South Africa has shown recent dominance in the BPO market, notably in call centers. In the past five years, the BPO industry has exploded due to shifts in social media use and the concurrent demand for multichannel communication. Consumer behavior has changed too. Browsing social media is now the third most popular online activity, and 81 percent of the U.S. population has at least one social media account. Before 2000, companies provided customer service through websites and by transferring calls via interactive voice response, and the BPO industry was primarily composed of call centers.

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But with the growth of social media and, according to Rightscale, the majority 95 percent of small to mediumsized businesses' dependence on cloud technologies, BPOs now provide more professional and technical services such as web design, human resources, and accounting services. Another iteration of the BPO industry is business transformation outsourcing BTO. BTO offers strategy consulting services, not only inthebox, traditional supportive business functions. BTO consultants help businesses revamp their processes through outsourcing. In other words, BTO consultants review your business as part of their services and find the opportunities to implement BPO where it makes sense and is most beneficial for the company. Many experts point to RPA as the main avenue through which BPO will change. For example, data entry work and image recognition can be automated easily. However, experts report that certain functions, like handwritten data and telemarketing, will resist automation. All industries, including BPO, will likely leverage emerging technologies, such as cloud services, social media, and machine learning, to reduce costs and accelerate growth. One business model, the productized service, combines software and an outsourced staff member. An example of productized services is a package that bundles cuttingedge

accounting software and accounting services, with both services billed to the contracting company monthly. Startups in particular are becoming more dependent on this type of service, so there is mutual dependence with BPOs. The trend of providing and supporting improvements in social media management tools is expected to continue. Investments in cloud computing will also persist, as it becomes a more mature platform. In addition, BPOs will invest in diversifying their workforce. As BPOs get more competitive and are forced to lower their prices, they will move to lowercost alternatives such as software automation and AI.

With the threat of losing workers to AI and automation, governments and business leaders are educating them so they can meet the newer demand for highly skilled positions. With businesses expecting BPOs to fill their gaps or even becoming dependent on them, BPOs are required to be more transparent so that they may build and maintain trust. In the 2016 U.S. presidential election, BPO providers were concerned that they would lose their ability to work for U.S. companies if the new administration changed policies on trade, tax laws, and visas. However, experts do not believe that changing political tides will negatively affect BPO or KPO. Because KPO in particular requires higherlevel skill sets or higher education, experts believe that individual country politics will be less apt to disrupt the businesses. Our experts weigh in and provide their opinions of the future of BPO, and some have recommendations for hiring BPO vendors The challenge is that if you hire highquality companies, they typically do great work, but are costly. As a business owner, this means that you must either get to the point where you can hire costly companies on a longterm basis or allocate resources to SEO inhouse. If done intelligently, it doesnt have to require many resources, but at least you will have control and transparency of what the SEO work is being done. This ensures that your employees are not cutting corners or doing something that will get your website penalized by Google. What I can say is that if you are hiring on a budget, you will get very lowquality work. Only the top tier of the BPO companies actually do good work that I as an SEO expert would deem acceptable. So for the long term Hire high quality or dont hire at all." Our world has never gone backward from technology. The internet has made it much easier to bring the whole world together. On the other hand, the same country you used to hire the lowwage workers will eventually get smarter.

The local economies and workers' skills will improve to where they are demanding higher pay. So then you have to look into another thirdworldtype country to attract. "For example in the 1990s, India was the prime location for BPO services. Because of this, education and middleclass incomes rose to the point that they have nearly surpassed that of workers in the United States. Now U.S. companies have to nearly import those same workers to take the jobs that Americans couldnt fill. That is why there is a tremendous growth in Indian medical doctors and IT people in the United States." One trend Im seeing is that organizations are more interested in training their own employees in the techniques of Lean manufacturing and Six Sigma. However, for some processes, such as call centers and primarily backoffice operations, it might be more cost effective to outsource those to a BPO entity. Another trend Im seeing is that BPO organizations are best to use for departments that are primarily cost centers and not revenue generators for the company." They use my company because they don't have the internal personnel to do what we do for them. Transcription is not something a lot of people do any more, so by utilizing us and our teams of transcriptionists we can help them get what they need much faster and cheaper than they could do it themselves. I don't think companies like mine will be going anywhere any time soon because we do highly specialized work that you can't replace at the drop of a hat and start filling cubicles next week." The reason Im doing this is because my business relies heavily on systems and processes, things that technology cant quite do, but doesnt require significant strategy or highlevel employees either. By opening up our own business, we can ensure quality and continuity while simultaneously keeping costs very low. We will just be opening an office in Asia to handle all of our lowlevel processes.

I imagine there will be many problems starting a business in another country. I have yet to assess all of them properly. I'm not looking forward to that." FInally, the new BPO destinations expected to emerge in 2018 include Bulgaria, Romania, Egypt, Mexico, and Columbia. Due to fierce BPO competition, oversaturation, and reduced business growth, these five countries may become alternate lowcost locations. A BPO company usually specializes in one service or group of services, such as backoffice support or, in the case of RPOs, biotech research. These lists are not comprehensive, as new companies crop up weekly, and companies frequently merge. You can also try service companies that can help you find the right BPO vendor for your needs. Through the contracting process, these service companies can help ensure that all of your needs are covered. Many also use eprocurement services supplier exchange to keep the costs constant. Eprocurement is a system that allows businesstobusiness management of services. Here are some useful resources eBook directory through the IT and Business Process Association of the Philippines A commercial company lists of BPO contact information BPO service providers listed by region and functional area through 123outsource Experts recommend a formal, extensive process to choose a vendor that has the best outsourcing experience and can meet your company's goals. The following is a list of tasks to perform in sequential order for companies considering hiring a BPO vendor Define your requirements and review potential vendors Start by defining your key stakeholders, and engage them in the process from the beginning. Set all key stakeholder expectations early and engage them often. During this step, your company must also figure out the key objectives, risks, and scope for BPO.

This is your business case scenario, so this step should take the longest and include a full review of your company processes, not only those initially considered for outsourcing. During this step, you should start to source potential vendors and develop a scorecard to determine the most important criteria. You can find a template for developing a scorecard here. Open Vendor Selection Scorecard Template Google Sheet Put together a request for proposal RFP, and source vendors In concert with your company stakeholders, determine the most crucial elements of a BPO provider. Develop and send out an RFP from your market research. At this stage, define what service management model your company will use. Choose the right vendor for your company Evaluate the proposals. Start analyzing the change that will result from contracting with a thirdparty vendor. What are the risks and benefits determined from the shortlist of potential vendors. Negotiate the contract This is the most important step in the process of acquiring a thirdparty service provider. Both parties must reach an agreement not only on the service parameters, but also on the contract schedule. It's critical to ensure buyin and agreement by all stakeholders. Transition the work and processes to your chosen vendor This is the actual "go" step. Develop and put in place a plan for transitioning to the new model. Ensure that your business has open communication internally and with the service provider. Manage your relationship Verify proper governance during the life of the contract with your service provider. Performance monitoring is key for ensuring that your company reaps the expected benefits of outsourcing. Expect a collaborative relationship and plan to renegotiate your contract and its scope at the end of its term. Additional tips that can help you choose the right BPO A good outsourcing company should help you decide which parts of your business you need to keep inhouse.

Beware of a company that tries squeezing core processes out of you. A good outsourcing company values the work of every employee. This enables a better connection between their company and your organization and can help increase productivity. A good BPO company's objective is to help your organization boost sales without consuming too much money. Choose your BPO company carefully. Look for evidence that it can deliver the task well and on time. Ask two questions when looking for a BPO service provider 1 How can I find the right candidate.The key to a successful BPO experience is to do your research beforehand, lay out clear expectations and deliverables with your selected vendor, and stick to what both parties agreed upon. Overall, the company should choose a

BPO vendor carefully and conscientiously. The relationship should be defined formally, and managed and considered regularly. But with a consistent way to manage your vendors, using the right tools and processes, you reduce associated risks, improve communication, and increase accountability. One such tool is Smartsheet, the world's leading SaaS platform for managing and automating collaborative work. Smartsheet is designed to increase work agility and collaboration by providing a powerful platform for organizations to plan, track, automate, and report on work. You can build automated business processes without a single line of code, complex formulas, or help from IT. Achieve faster progress by creating automated approval requests and automated update requests that are triggered based on preset rules. Use Smartsheet to automate and streamline such processes as time card tracking, sales discounts, procurement, HR hiring, content, and more. Plus, Smartsheet integrates with the tools you already use, to seamlessly connect your efforts across applications. Get from idea to impact, faster, by building a powerful, automated approval process in Smartsheet. Try Smartsheet for Automating Approval Processes.

Parameter name name autoenUS is an invalid culture identifier. Please review the stack trace for more information about the error and where it originated in the code.Parameter name name autoenUS is an invalid culture identifier. Source Error Information regarding the origin and location of the exception can be identified using the exception stack trace below. Understanding this will be critical to making BPO work in the new "AsaService Economy". If you watch closely, most comedies are based on the interweaving of a few recurring plots involving the key cast members. These might include But why does this matter, why should I even think about deconstructing a process into its human elements at this point in time For example, does anyone with half a digital brain cell even think about photocopying receipts for their expense submissions anyone when a quick scan onto your mobile in the taxi will be only "manual" component necessary. And why will be we need to employ call center reps to prepare autoinsurance quotes once all the data points can be pulled together and a computer generated quote can be automated for the customer in seconds That's, at least, what keeps us up at night rather than watching reruns of "Being There." We've already been here and we want to see where we all end up before long. Unfortunately far to many BPO deals tick the boxes on both lists. I share your view on the common and repeatable elements of process and how that will help the drive toward automation. I think a couple of other things need to considered here. Firstly, its important to take a holistic view of processes. End to end but also to consider the most appropriate form of delivery for each step. Setting each scene in the context of the overal movie. I fear in our eagerness to automate that we will design sub optimality into the end to end process if dont consider the new capabilities at hand both automation and alternative human models.

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