






## Critical background

# Evolution to Operate. Changing client attitudes

## Traditional outsourcing services

### **COST MINDSET**

Achieving cost and business efficiencies:

-  Outsourcing routine, legacy back-office processes that are narrow and transactional in scope.
-  Looking for service providers who act as order takers, focused on maintaining BAU.
-  Supplementing existing workforce with non-specialist resource. Desire to build niche skill sets in-house.
-  Managing scope and scale of services with rigid contractual, often SLA-led agreements.
-  Clients often take conventional, shortsighted and myopic approaches to transformation.

### **MARKET FORCES**



#### **Tech disruption**

Gen AI, AI, ML, data, cloud etc.



#### **Talent scarcity**

- Labor and skills gap
- Need for highly specialized functional and domain expertise



#### **Risk and regulation**

- Changing and complex regulatory requirements
- Data security and transparency
- Sophisticated cyberattacks

## Operate services

### **VALUE MINDSET**

Driving enhanced business outcomes and innovation:



Working with service providers to manage mission-critical business functions and processes: broad in scope, identifying new business models, and enabling competitive advantage.



Innovating *with* the service providers. Realization that they cannot excel at all things and do it alone.



Tapping into the service provider's unique and specialized skill sets and deep industry expertise.



Entering into dynamic service agreements that can easily evolve with changing client need.



Clients are innovators and change-makers, thinking bigger picture and unlocking new levels of transformation.