**Managing BPO**

**April 2023**

**1. Describe the conceptual model of BPO strategic partnering with reference to the following:**

**a. Readiness for outsourcing**

**b. Selection of an appropriate BPO partner**

**c. Tender negotiation**

**Answer**: a) **Readiness for outsourcing**

Outsourcing is a rapidly growing aspect of the world economy of today. It is estimated that the global spending on outsourcing will cross trillions of dollars. Usually, companies outsource for strategic, tactical and transformational reasons. Strategic reasons include enhancing business activities, gaining access to world class technologies and sharing risks. Managing It is only half solved

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**2. A strategic partnering is the formal alliance between two organisations. It is formalised by a contract where one organisation uses the services of another organisation to fulfil its objectives. Outsourcing is one form of strategic partnering. With help of suitable examples explain the strategic partnering and its planning framework**.

**Answer**: Every organisation intends to create world-class cost-effective outsourcing and back room service operations with quality service, and focuses on increasing the profits. The optimal business results of outsourcing cannot be gained only by having the right business solution that is uniquely customised to your needs. Organisations must think of outsourcing as partnering with the outsourcing partners. The organisations must maintain a close association with the vendors so that they can communicate and make the vendor understand the requirements thoroughly.

**3. A leading healthcare BPO company based out of Gulf approached NayaBPO with a requirement to improve their BPO process. The customer's BPO division handles over a million customer calls every month, but their customer satisfaction levels were plummeting downwards. Even their CSAT was as low as 47%. Since the customer was a part of the healthcare industry, it was unacceptable for the company to find a low level of satisfaction from their customers. NayaBPO's role was to nail down the causes for the low CSAT levels and then to provide a customized BPO solution that would help the company's performance to soar. At the onset of the project, the BPO team at NayaBPO decided to dissect the problem and get to the root cause. Through a detailed analysis, they identified some of the critical issues in the process that were affecting the customer's BPO's performance. The following were the requirements of the customer:**

**There was a linguistic and cultural mismatch between the BPO's personnel and the client's customers. The client's customer base was native Arabs while the BPO employees of the customer (5 male agents and 5 female agents) were not native Arabic speakers. This language barrier made it difficult for the employees to effectively address the culture-specific requirements of the customers There was a critical need to align the BPO support team with the standard processes that govern BPO functioning. The BPO team also required intensive training in BPO platform management**

**The BPO's turnaround time lagged over a period of 7 days in contacting their customers after discharge. The support BPO team worked only 5 days a week (Monday to Friday) and only between 9 am to 5 pm. This posed a serious limitation for the customers who wanted to contact our client. The customers wanted to make sure that they were talking to an Arab agent and would ask the BPO employees for their last name. Female patients of our client would submit contact numbers of the male members of their family instead of their own. The customer reach percentage was less than 2%. After identifying the unique problems that were affecting our client's BPO, they deployed one their best teams to implement a customized BPO platform. NayaBPO's skilled BPO team refurbished the entire BPO process of the customer by adopting the following measures:**

**1. BPO Service Timings: they increased the support time span by a period of 4 hours. Next, they made the support center available from 7 AM to 7 PM. To match the working week of UAE, they decided to change the work days of the BPO to Sunday to Thursday instead of Monday to Friday. Multiple shifts was also introduced to meet the time demand with WFM.**

**2. Local BPO Agents: they hired a team of native speaking Arabs to eliminate the cultural gaps.**

**3. Support Infrastructure: they enhanced the infrastructure for the customer's BPO center and included best-of-breed voice, email and internet facilities. This helped in substantially reducing the turnaround time of the BPO team.**

**4. Value Added Support Services: they also offered a host of value added services, such as the following:**

**they extended the 24 hour call support for excess processing requirements during peak hours**

**The BPO agents were given customized 'Last Names' to suit the caller's country**

**The DID number was masked based on the caller's country**

**The BPO agents were given 20% hand-outs**

**Culture specific provisions were specially created to record rebuttals from the**

**objections raised by the male family members of female patients**

**The BPO process of the customer was continuously improvised and enhanced based on Lean and Six Sigma methods**

**The database of the customer was always kept up-to-date**

**The BPO application was rectified periodically**

**Within a short time span of just 2 months, they were able to present the following results to our customer. From an unsatisfactory 47% the CSAT galloped to a whopping 85% - 87%.**

**The turnaround time was improved by 24%.**

**a. Which mode of operations (On-shore/Off-shore/ Near-Shore) would be best suited to the current problem in your opinion? Justify your answer while comparing the 3 modes in the current context.**

**b. List and describe the challenges, which are unique to industries such as Healthcare while outsourcing?**

**Answer**: a) Outsourcing is a rapidly growing aspect of the world economy of today. It is estimated that the global spending on outsourcing will cross trillions of dollars. Usually, companies outsource for strategic, tactical and transformational reasons. Strategic reasons include enhancing business activities, gaining access to world class technologies and sharing risks. Managing operating cost is one of the tactical reasons for outsourcing. The main reasons for outsourcing are to bring faster solutions to customers and to achieve greater market share