

# OUTSOURCING

## JOURNAL SPECIAL EDITIONS



### *Ai, Automation, Labour Markets & Outsourcing Practice*

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***Technologies, Artificial Intelligence and Process Automation***

***Labor market in CEE and recruitment for the IT industry in Germany***

***Selection of service partners and sourcing destinations***

***... and more.***



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# Technologies, Market, Destinations & Sourcing Practice

In this issue of the Outsourcing Journal Special Editions we take a look at the effects and cases of implementation of new technologies, such as AI and process automation and how companies - both on client and service provider side can benefit from innovating handling IT and business processes.

Further we provide insights into one of the most challenging areas - also for both: clients and service providers - the recruitment of suitable employees. In connection we provide insights into the demand situation of German speaking employees in the IT and business process services industry in selected markets in Central and Eastern Europe. We have a visit of the Belarus' ITC industry and last but not least get practitioner insights on how to manage sourcing of IT services, how to identify suitable service partners and sourcing destinations.

*Stephan FRICKE  
CEO & Head of the Advisory  
Board, German Outsourcing  
Association & German Process  
Automation Association*





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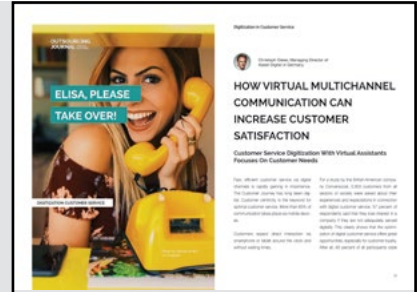
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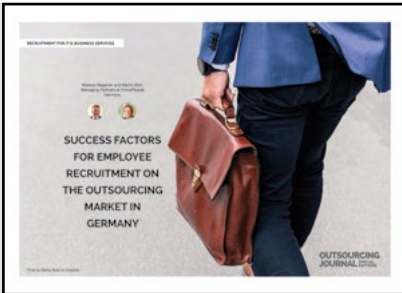
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BPO & AI

# AI BE



Photo by Amanda Dalbjorn via unsplash.com

Susanne Richter-Wills, Head of  
Enterprise Sales DACH, ABBYY



# **BPO'S CAN HELP NAVIGATE AI IN BUSINESS PROCESSES**

Business Process Outsourcing companies have thrived on developing custom built solutions for clients. In 2018 alone, \$23.6 billion of revenue was generated through BPOs by contracting back-office or internal functions, like HR and accounting, and front-office or customer-related functions. For years, the main value proposition was cost cutting. But no longer.

Once considered disruptive, cloud and AI-enabling technologies, such as robotic

process automation and content IQ skills, have caught the attention of the C-suite and are now a line-item on most IT budgets. In the latest Deloitte Global Outsourcing Survey, 84% of respondents have either initiated discussions, conducted pilots or have implemented at least some disruptive solutions, and as for the reason, cost optimization wasn't even noted in the top five. The seemingly simplicity of deploying these technologies to automate processes has threatened the livelihood of BPOs, yet it also opens new opportunities. Here's why.

### Embrace the New Digital Workforce

RPA software robots are often referred to as the new digital workforce for their ability to replace repetitive tasks through automation. The digital workforce is faster, more efficient, and completes more accurate work at reduced costs. Incorporating RPA into BPOs' solution portfolio can add significant new revenue. The average investment in RPA solutions is £484K (\$614K), and clients are relatively content with a 44% reported productivity gain.

Additionally, BPOs can offer more strategic planning and consulting services when deploying digital workers. Gartner noted its expectation that BPOs will blur into consultancy in its latest Market Share Analysis: Business Process Outsourcing, Worldwide, 2018. Similarly, Deloitte's survey found that organizations will want strategic planning added to new outsourcing initiatives, and moreover, 72% of organizations are considering or adopting RPA. Strategic planning may include increasing the scope of service, transforming the process rather than simply lifting and shifting, investing in more robust service integration and transition, and using a third-party advisor.

Strategic planning and consulting have become more valuable when deploying RPA as early adopters have discovered it is not the savior for all issues, and as many as 50% of initial RPA projects fail. The allure of easily taking processes in-house using RPA has disillusioned many organizations.

A significant reason for disappointing implementations is RPA has been widely positioned as a low-code/no-code software that is easy for non-IT personnel with limited programming skills to use to quickly automate



# Business Process Outsourcing & AI

repetitive tasks. As all BPOs know, in reality many of the actual processes that need to be automated are fairly complex with a number of interdependencies. It takes a fair amount of technicality to design a solution to navigate rules, automate workflows, and handle exceptions. This expertise in workflow processes is where BPOs will offer the most value when working with clients to implement strategic RPA projects.

Another challenge the digital workforce faces is limitations with working with only structured data. Organizations today have a significant

amount of semi-structured data such as invoices and Bills of Lading, and unstructured data such as email messages, word processing documents, transcripts of call center interactions, webpages, and presentations. In essence, the digital workforce lacks cognitive skills to transform unstructured data into structured data.

BPOs can make digital workers smarter with a class of cognitive skills referred to as content IQ skills that help them understand and create meaning from enterprise content. BPOs can further add value by applying in-



### Top 10 common issues in failed RPA projects

Business issues

Issue	1.	2.	3.
<b>Description</b>	Not considering RPA as business-led, as opposed to IT-led.	Not having an RPA business case and positioning planning until after proof-of-concepts (POCs) or pilots.	Underestimating what happens after processes have been automated.
<b>Mitigation</b>	A successful RPA is a business-led initiative or program with strong partnership from IT, Cyber, Security, Risk, HR and other enterprise functions.	A common route for most organizations is to perform an initial POC or pilot to see that RPA delivers on its promise. But often this creates an embarrassing gap between a successful POC and large-scale production automation, as RPA programs cannot answer simple questions from the Board about "where are we going to target RPA, how much will it cost and what is the return?"	There are a number of issues with just getting an RPA program installed, targeted and delivered at scale. But another common mistake is neglecting to consider how to get processes live and who runs the robot workforce - both issues that will delay "go-live" and timely delivery of benefits.

4

Building a better working world

“... as many as 50% of initial RPA projects fail.”

According to EY’s study “Get ready for robots”

>> [Link to the PDF](#)

Photo: Cover and insight page of “Get ready for robots” study by EY



telligence to clients' content and connecting it to business processes.

### **Cognitive Skills Enable AI and More Opportunities**

Offering cognitive skills to customers using RPA presents another significant opportunity for BPOs. Deloitte's survey finds that 59% of organizations currently using RPA plan to implement cognitive automation within the next 18 months. Beyond simple automation, BPOs can now become part of an organization's overall digital transformation strategy via content IQ skills to enable AI.

The big difference between RPA and AI technologies is RPA is focused on repetitive structured work while AI technologies are designed to understand unstructured con-

tent. Content IQ adds more intuition, judgment and problem solving to digital workers by bringing several technologies together including OCR, machine learning, and other AI technology to create structured information from unstructured content.

In the context of content IQ, AI synthesizes the content captured and applies real-time, work-level data, to generate more than just process statistics and operational analytics that measure the effectiveness of business processes. It provides a means for process improvement that can act as a transformative agent to provide businesses and processes with previously unimagined ways to enhance the work environment, customer interactions, and the way today's companies do business.



## Business Process Outsourcing & AI

Following are 10 measurable ways content IQ can empower BPOs to improve service levels and deepen customer relations:

**1. Diversity of Documents Handled:**

Content IQ allows you to handle multiple information types, structured and unstructured, including scanned documents images, digital documents (PDF), and email communications.

**2. Number of languages, Text and Barcodes Handled:**

OCR technologies support 200 different languages, recognize machine printed text, hand printing, 1 and 2 dimensional barcodes, as well as checkmarks.

**3. Automated Data Extraction:**

Automated data extraction from structured, semi-structured and unstructured documents allows you to eliminate error-prone manual keying.

**4. Automated Processes Trigger Specific Robot Tasks:**

Once data is captured from a document, data can trigger specific tasks such as queuing for processing and the assignment of work based on workload, or skill-sets, including the suspension of processing when documents are missing.

**5. Classification and Extraction Learns and Improves Overtime:**

Ensures that the document identification process can learn and improve overtime.

**6. Enhanced Logic to Meet Business Rules:**

Automate the understanding of documents and transform that knowledge into actionable, electronic business information to meet business rules and procedures across lines of business.

**7. Human Review and Exception Handling:**

If data is questionable or fails to pass a validation rule, built in verification allows for human exception handling providing a mix of human and automated decision making when required.

**8. Integration with Mobile Devices:**

Take information from mobile devices and extract, validate and integrate that information in the same way you capture information from other sources to drive your business processes.

**9. Enforced Compliance:**

Allows companies to trace and audit the acquisition of data and provides a compliance framework that ensures that each step in a business process meets regulatory requirements.

**10. Operational Efficiency for Your Content Centric Processes:**

Lower TCO and improve ROI by making Content IQ a natural extension of the way your company does business.

### Get Started

Disruptive outsourcing solutions are challenging the status quo. What once was a driver for cutting costs and improving service in the back office is now driving collaboration to innovate, transform and fuel growth. BPOs must catch up with customers' belief that their service providers have a reasonable or advanced ability to implement disruptive solutions.

Getting up to speed with RPA has been made easy through major RPA vendors such as BluePrism and UiPath who have tools that help BPOs ramp up their digital workforce skills. Many offer content IQ skills or you can get them direct.

As experts in business processes efficiency and optimized workflows, BPOs have an opportunity to expand their role (and contracts) to navigate RPA strategies and administer robots. They also have more flexibility than major consulting firms and system integrators who make it a tedious and expensive task to change a simple form. Just ask any insurance company that has purchased an expensive system.

Whether you contract processes for financing, human resources, logistics and supply chain processes or customer engagement, know that enabling AI in business processes is not just hype. BPOs can help make it a reality.



***Susanne Richter-Wills – Head of Enterprise Sales DACH -***

Susanne Richter-Wills has more than 20 years of experience in the process automation market and has held various senior management positions with international BPO providers, as well as product management positions with leading automation software vendors. She has an excellent understanding of the market and the need for companies today to implement intelligent data capture, AI/RPA and process automation solutions to stay competitive.



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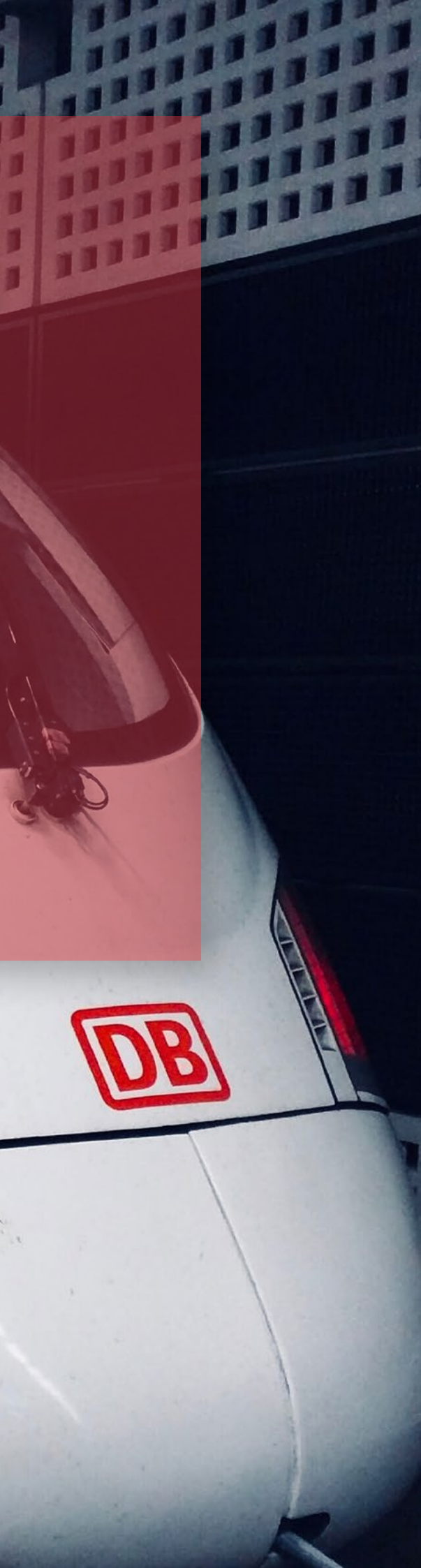


**BPO & AI**

# **REISEKOSTENABRECHNUNG DER DEUTSCHEN BAHN - DIGITALISIERUNG, INTELLIGENTE AUTOMATISIERUNG UND OUTSOURCING**

**OUTSOURCING  
JOURNAL** SPECIAL  
EDITIONS





Frank-Michael Pácsér, Chief Sales Officer  
bei Swiss Post Solutions (SPS)



Digitalisierung und Outsourcing ergänzen sich nicht nur. Die beiden großen Handlungsfelder der meisten Unternehmen beflügeln sich sogar gegenseitig: Wer repetitive Prozesse aus dem Dokumentenmanagement ausgliedert und intelligente Automatisierung beim Dienstleister nutzt, schafft nicht nur in der Digitalisierung von Prozessen einen gewaltigen Schritt nach vorn. Diese Unternehmen profitieren auch davon, eigene Ressourcen freizuschaukeln – für anspruchsvolle Aufgaben oder andere Projekte der digitalen Transformation im Unternehmen. Das Outsourcing rechnet sich nicht erst langfristig, sondern schon nach wenigen Monaten.

### Treiber der Digitalisierung: Künstliche Intelligenz und Robotic Process Automation

In vielen Dokumenten in Unternehmen – zum Beispiel bei der eingehenden Kundenkommunikation – geht es meist um unstrukturierte, vom Absender frei formulierte Inhalte. Es geht um Beschwerdebriefe oder E-Mails. Das sind die Klassiker, aber es geht vermehrt auch um Anfragen über Messenger

oder Chat-Anwendungen. Die Prozesse, die diese Art Schriftgut verarbeiten, können häufig nicht nur mit einer reinen Robotic Process Automation (RPA), die auf einfachen „Wenn-Dann-Funktionen“ basiert, automatisiert werden. Zunächst braucht es Künstliche Intelligenz (KI). Sie versteht und extrahiert die Daten, um dann die richtigen Folgeprozesse auf Basis der gewonnenen Erkenntnisse auszulösen. Die Zukunft liegt also in der intelligenten Automatisierung von Geschäftsprozessen, in der Verbindung der beiden Technologien Künstliche Intelligenz und Robotic Process Automation.

Denn Künstliche Intelligenz versteht, was Menschen in unstrukturierten Texten frei formulieren. Mit Hilfe von KI werden Informationen aus diesen Texten extrahiert und strukturiert. KI kann somit Aufgaben erledigen, für die bisher der Einsatz menschlicher Intelligenz notwendig war. Anstelle von Schlüsselwörtern werden Muster erkannt, so dass Bedeutungskontexte, Intention und Sentiment und damit auch komplexe Anliegen erkannt werden. Durch kontinuierliche Erfahrung im Verarbeitungsprozess „lernt“ das System, wird immer präziser, besser und leistungsfähiger.

RPA wird bei der Automatisierung von standardisierten und strukturierten sich wiederholenden Transaktionen und Prozessschritten eingesetzt. Roboter werden so konfiguriert, dass sie alle Prozessschritte so ausführen wie sie bisher ein Mensch erledigt hat. Sie können zum Beispiel Informationen aus einer Excel-Datei extrahieren, in eine SAP-Maske auf dem Bildschirm übertragen, auf Ergebnisse warten und diese dann in eine weitere Software-Applikation übertragen.

### Erfolgsfaktoren für die Einführung

Entscheidend für die Effizienzsteigerung durch intelligente Automatisierung ist nicht allein die Technologie, die heute auch aus der Cloud verfügbar ist. Entscheidend ist vielmehr, dass die Prozesse des jeweiligen Projekts exakt abgebildet werden. Und mehr noch: Es ist wichtig, dass die richtigen Prozesse automatisiert oder teilautomatisiert werden. Dabei gilt es zunächst die Prozesse in den Blick zu nehmen, die eine schnelle Amortisation versprechen. Die Technologie-Entscheidung ist dann abhängig davon, welche Art Informationen bereitgestellt werden und in welcher Form diese zur Verarbeitung vorliegen. Das muss nicht immer





Photo by Anete Lūsiņa on Unsplash

die Kombination aus Künstlicher Intelligenz und RPA sein – die Technologie richtet sich nach dem Prozess. Und hier kommt der erfahrene Outsourcer ins Spiel, der nicht nur den Prozess, sondern damit auch das Risiko der Technologie-Entscheidung übernimmt.

### **Beispiel: Reisekostenabrechnung der Deutschen Bahn**

Überaus schnell amortisiert hat sich ein Projekt der Swiss Post Solutions (SPS) für die Deutsche Bahn. Die rund 300.000

Mitarbeiter der Deutschen Bahn sorgen in 130 Ländern für effiziente Mobilität und Logistik. Das führt bei den etwa 200.000 Beschäftigten in Deutschland zu rund 1,4 Millionen Dienstreisen jährlich, die in der Vergangenheit manuell abgerechnet wurden. Durch Automatisierung dieses Prozesses mithilfe einer RPA-Lösung verkürzte sich der Abrechnungszeitraum um 70 Prozent bei einem Return on Investment von nur einem Jahr.

Die eingesetzte Technologie befindet sich im deutschen Hochleistungsrechenzentrum der SPS, der gesamte Prozess wurde

DSGVO-konform konzipiert und unter Berücksichtigung sämtlicher gesetzlicher Vorgaben in mehreren Schritten umgesetzt: Im ersten Schritt entwickelte der Dienstleister eine Smartphone-App, die die Eingabe durch den Mitarbeiter vereinfachte und die Übermittlung der Daten beschleunigte. Direkt am Smartphone werden sämtliche Reisedaten und -dokumente wie Hotelabrechnungen oder Taxi-Quittungen bequem eingescannt, strukturiert erfasst und ins Rechenzentrum übertragen. Dieser vereinfachte Erfassungsprozess zog bereits messbare Vorteile nach sich. Die anschließende Weiterverarbeitung durch eine RPA-Lösung, die Tätigkeiten an der grafischen Oberfläche simuliert, verkürzte die Bearbeitungszeit der Reisekostenanträge dann um insgesamt 70 %.

Nach Übernahme der strukturierten digitalen Daten werden diese zunächst anhand des konfigurierten Regelwerks auf die inhaltliche Richtigkeit geprüft. Für korrekte Abrechnungen wird der Browser geöffnet und der Software-Roboter loggt sich in das Kundensystem ein. Die Geschäftsreise wird für den Mitarbeiter angelegt und alle Reisedaten werden Feld für Feld erfasst. Dann wird die Abrechnung durchgeführt, ein PDF generiert

und der Fall abgeschlossen. Die Dauer für erfolgreich abgeschlossene Transaktionen liegt im Durchschnitt bei 60 Sekunden. Abrechnungen, die den gesetzlichen oder konzerninternen Reisekostenrichtlinien nicht entsprechen, erkennt die Qualitätssicherung und steuert diese zur manuellen Bearbeitung aus.

**„Robotic Process Automation, Prozessoptimierung und das kompetente SPS-Service-Team sorgen für einen wirtschaftlichen und reibungslosen Abrechnungsprozess, so dass sich der Abrechnungszeitraum für Reisekosten für unsere Beschäftigten verkürzt“,** sagt Oliver Hebold, Leiter Service Design, strategische Projekte & Reisekostenabrechnung im DB Personalservice der Deutsche Bahn AG. **„Die RPA-Lösung hat uns in puncto Qualität und Effizienz ein gutes Stück vorgebracht.“**

Erfolgsentscheidend war für das Projekt, dass nicht eine vollständige Automatisierung, in der sämtliche Ausnahmen berücksichtigt werden, das Ziel war, sondern die Partner einen pragmatischen Ansatz mit einem kontinuierlichen Verbesserungsprozess verfolgten. Hier kommt eine sinnvolle



## Digitalisierung, IA und Outsourcing

Kombination von Technologie und fachlich erfahrenen Mitarbeitern beim Dienstleister zum Einsatz, die die Sonderfälle betreuen. Damit auch Mitarbeiter, die nicht per Smartphone abrechnen, von der RPA-Lösung profitieren, übermitteln diese die Papier-Unterlagen an das SPS-Service-Team. Mitarbeiter sorgen

für die Digitalisierung der Belege, so dass alles per RPA verarbeitet wird. Nach einigen Iterationen im ersten Jahr lag der Anteil der vollständig automatisch bearbeiteten Reisekostenanträge nach den ersten zwölf Monaten bereits bei beeindruckenden 92,4 Prozent.



**Frank-Michael Pácser** ist bei Swiss Post Solutions (SPS) als Chief Sales Officer (CSO) und Mitglied der Geschäftsleitung tätig. In dieser Position ist er für die branchenübergreifende Bündelung der Vertriebsstrukturen, die Markt- und Strategieentwicklung sowie den strategischen und operativen Vertrieb und das Big Deal Management von

Swiss Post Solutions in Deutschland verantwortlich. Frank-Michael Pácser ist seit 2011 in der Position als CSO für Swiss Post Solutions tätig. Vor seiner Tätigkeit bei SPS war der erfahrene Manager als Head of Strategic Sales bei der Siemens AG SIS MDT für den Ausbau des strategischen Vertriebs verantwortlich. Frank-Michael Pácser verfügt über langjährige Erfahrungen im Bereich Business Process Outsourcing innerhalb der IT-Branche und verfügt somit über umfassende Marktkenntnisse. Vor seinem Wechsel zu SPS war der erfahrene Branchenkenner in leitenden Managementpositionen bei namhaften IT-Unternehmen, wie T-Systems Enterprise Service GmbH als Head of Business Systems und Mitglied der Geschäftsleitung sowie der General Electric - CompuNet Essen als Sales Executive tätig.

**ELISA, PLEASE**

**TAKE OVER!**

**DIGITIZATION CUSTOMER SERVICE**

Photo by Vinicius Amano  
on Unsplash





Christoph Giese, Managing Director of Assist Digital in Germany

# HOW VIRTUAL MULTICHANNEL COMMUNICATION CAN INCREASE CUSTOMER SATISFACTION

## Customer Service Digitization With Virtual Assistants Focuses On Customer Needs

Fast, efficient customer service via digital channels is rapidly gaining in importance. The Customer Journey has long been digital. Customer centricity is the keyword for optimal customer service. More than 65% of communication takes place via mobile devices.

Customers expect direct interaction via smartphone or tablet around the clock and without waiting times.

For a study by the British-American company Conversocial, 2,000 customers from all sectors of society were asked about their experiences and expectations in connection with digital customer service. 57 percent of respondents said that they lose interest in a company if they are not adequately served digitally. This clearly shows that the optimization of digital customer service offers great opportunities, especially for customer loyalty. After all, 63 percent of all participants state

that positive experiences with digital customer service are “very important” for their brand loyalty.

### Flexible customer service from the customer’s point of view

Personal, convenient, simple and fast, in short, is the formula for customer service. Virtual assistants and chatbots contribute to flexibility. For example, they support the management of peaks in service or during the night, and also make companies less dependent on fluctuations in the number of employees. This makes it easy to guarantee round-the-clock service. A key factor for the use of bots is process optimization. Virtual assistants perform a wide range of tasks in the insurance industry: for emergency calls, damage reports, benefit or contract information.

**“Customer-centric thinking is one of the basic prerequisites for the success of digitization projects in customer service”,** says Marco Palmonari, Head of AI at Assist Digital, one of the experts for Customer Experience Management, convinced. “Only those who fundamentally think and map their

processes from the customer’s point of view will be able to be successful here,” Palmonari continues. If the customer experience can be improved and customers gain added value, customer satisfaction increases.

### Breakdown assistance in the digital world

For more than 50 years, Europ Assistance has been developing concepts for fast and unbureaucratic assistance and helping a customer every 2 seconds. Always ready for action, efficient support 24 hours a day, 365 days a year.

Dealing with claims is the moment that decides everything - for customers and insurers. Digital technologies such as voicebots can have an enormous impact in this respect.

In order to improve customer service in Italy and France, for example, and to ensure high availability, Europ Assistance, together with Assist Digital, has developed an ecosystem for digital roadside assistance via various channels.

### Analysis of the Customer Journey

At the beginning of the project there was a detailed analysis of the customer journey and the processes in question. The focus was placed on emergency calls. Whether a breakdown on the motorway or an emergency situation with a car: Europ Assistance's digital breakdown service has been active in Italy and France for almost two years and supports callers with Elisa, a virtual telephone assistant - and an active chatbot on Facebook Messenger.

One call and a few details to the virtual phone assistant are all it takes to get rescued and get help in real time. Elisa is able to understand and use natural language. She is the first contact person of customers who ask for help via telephone calls. Assist Digital worked together with its partner Interactions during the implementation.

**“Elisa” achieves an accuracy of over 95%.**

Europ Assistance's virtual assistant reacts, understands, gives advice and usually solves the problem automatically. In the event of difficulties, it seamlessly forwards the request to a human employee without interruptions or sudden changes that the caller notices. The conversation remains completely with “Elisa”. Meanwhile an accuracy of over 95% is achieved.

***“This is seamless customer service from both virtual and human hands. Behind this is a complex, efficient digital organization to guarantee immediate help in real time,”*** describes Palmonari.

***“This is seamless customer service from both virtual and human hands. Behind this is a complex, efficient digital organization to guarantee immediate help in real time,”***



A geolocalization system is also used. Misunderstandings during the identification of the location are excluded, fast intervention is guaranteed. At the same time, the system offers immediate answering of calls without waiting times and thus a great relief for customers in need. This contributes to a significant improvement of the customer experience and the perception of the service.

*60% of all cases  
are taken over  
from A-Z by Elisa*

The virtual assistant was a very important step for the success of the Europ Assistance strategy. 60% of all cases are managed entirely by the virtual system. The integration of human agents is usually based on previously defined business logics.

Technically, Assist Digital's solutions are based on a best-of-breed approach that combines proprietary technologies, such as a digital platform for multichannel customer communication, with innovative concepts from international partners. Individual solutions can be developed to meet the needs of any application to create dialog-oriented Omnichannel and multilingual chatbots and virtual assistants. Machine learning is used to continuously expand the database of synonyms to be understood.

### **Success factor natural language**

One success factor for virtual assistants using artificial intelligence is the design quality of the customer experience and the understanding and interpretation of natural language

## Digitization in Customer Service

(NLU; Natural Language Processing, NLP). The flexible and multilingual NLU/NLP approach used by Assist Digital was developed to understand and process texts (speech or writing) with very high accuracy. In addition, UX designers ensure that the user interface and the linguistic design have the best possible feel.

“We continue to develop our approach using the latest technologies. In addition to Europ Assistance, other companies in the insurance industry rely on our expertise, and the applications for our solutions are numerous,” says Marco Palmonari.

### How to: Customer Service Digitisation

So, when it comes to setting up digital customer service in your company, what are factors to keep in mind and traps to avoid? Here are some tips and tricks to guide you!

Did you recently realize a significant growth in volumes of contacts coming

### *How to approach exactly with focus on reducing risks and increasing quality of customer service?*

- 1. Start a data driven approach*
- 2. Analyse your data navigation flows, the drop points and the success.*
- 3. Analyse main reasons why customers are calling the Contact Center.*
- 4. Clusterize users with similar characteristics (e.g. age, gender, behaviours, etc)*
- 5. Follow a user centered design approach incorporating personalisation, tone of voice, information design, proactivity and others.*
- 6. Prototype and test!*
- 7. Combine artificial and human intelligence in hybrid processes*



into your call center? As you know, customer satisfaction is key. So have a look at your first contact resolution rate. Is it going down? Time to react!

When handling contacts through a multichannel approach, make sure that the customer has the best experience. Failing on a touchpoint can compromise the entire experience. It's important to see the whole picture.



The author: First professional positions led **Christoph Giese**, a graduate in business administration, to Commerzbank AG, where he trained as a banker, among other things. From 2005-2012 he worked in various management functions for the SELBYTEL Group (today Webhelp). As a member of the management he was responsible for the overall account management & Centre of Competence. Following various management positions in corporate development/business development, Christoph Giese has been Managing Director of Assist Digital in Germany since 2017.



### **Designing the right combination of automation and human service.**

Watch the presentation of our Head of AI, Marco Palmonari during the 2019 Outsourcing and Shared Services Germany Forum in Berlin. (Video at: [shorturl.at/cnvK3](https://shorturl.at/cnvK3))



A modern office interior with people working at desks and standing in a collaborative environment. The scene is brightly lit with large windows in the background. Several people are visible, some sitting at desks with laptops, others standing and talking. The overall atmosphere is professional and active.

# Let us make your customers happy.

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**RECRUITMENT FOR IT & BUSINESS SERVICES**

Markus Wagener and Martin Boit,  
Managing Partners at PRIMEPEOPLE



**SUCCESS FACTORS  
FOR EMPLOYEE  
RECRUITMENT ON  
THE OUTSOURCING  
MARKET IN  
GERMANY**





**OUTSOURCING**  
**JOURNAL** SPECIAL  
EDITIONS



## Recruitment for the outsourcing market in Germany

When it comes to filling IT vacancies, IT outsourcing providers and companies that make use of outsourcing are faced with a dilemma. After all, both sides look to recruit from the same narrow field of candidates – and increasing digitization efforts in all markets mean they must now compete with a growing number of additional companies. As the German Federal Employment Agency (BA) reported in April 2019, demand for new IT employees is at an all-time high.

***The candidate market is not growing quickly enough to keep pace with this boom in job offers, resulting in a demand market that is causing acute problems for a whole host of outsourcing companies.***

Typical issues include unfilled vacancies, postponed or delayed projects, loss of potential revenue, and inability to optimize yield. Transition projects are also commonly affected by a lack of project managers and must often be put back by several months.

In response, all companies are dedicating greater resources to personnel recruitment.

Simply publishing job advertisements (post and pray) is no longer sufficient: In these squeezed markets, experts prefer to receive approaches and are often free to take their pick from multiple job offers. Although the active sourcing teams established within a number of personnel departments in recent years do represent progress in this area, results are yet to meet expectations. All too often, these internal sourcers are entrusted with

## Recruitment for the outsourcing market in Germany

too many vacancies at once and have little direct contact with the relevant departments. Not only are they too far removed from business matters, they also frequently lack the technological expertise required to successfully conduct direct approaches.

### Up to 10 direct approaches per week

In terms of the candidates, IT experts are particularly fond of social networks such as XING, LinkedIn, Facebook, and Stack Overflow. HR departments, recruiters, and personnel consultants now use such portals to send these experts a high volume of inquiries relating to new positions – up to 10 per week depending on their specialization. These often untargeted approaches, some in the form of mass e-mails, merely serve to irritate prospective candidates. Most will not respond at all or will even rigorously deactivate the various contact options, slowly but surely ensuring the decline of such tactics.



Photo by PRIMEPEOPLE

### What is the best way forward?

When personnel consultants and corporate HR representatives met to discuss this question at the 2019 German Personnel Consultants' Day in Bonn, these responses found the greatest resonance:

(99%) Despite digitization, *personal contact remains essential* – especially for highly qualified candidates.

(97%) The personnel consultant's *personal assessment* of the candidate remains a core part of the service.

(97%) Future success depends on a new approach to consulting that clearly *prioritizes quality and content* over “pure recruiting.”

(95%) The consultant-client interface increasingly demands crisis management skills. As the candidate situation is making searches more difficult, clients need to be *more flexible* in terms of their profile and above all decisive.

(83%) *Long-term support and career consulting* provided to candidates by personnel consultants will acquire much greater importance.

These responses underpin the notion that companies must shore up their internal efforts by entering into a close, trusting, and long-term partnership with selected personnel consultants.

*Differences between demand and availability require new recruitment approaches by HR leaders*



## Recruitment for the outsourcing market in Germany

### Industry knowledge and network are essential

The specialization of the individual consultant is crucial to the success of this strategic partnership:

#### Outsourcing industry

The field is restricted to professionals who are based in the respective outsourcing market, offer practical knowledge of operational processes, speak the same language as clients and candidates, and understand the specific technical and personal requirements.

Only they are able to engage in highly targeted candidate identification and approaches. Candidates quickly ask “What’s in it

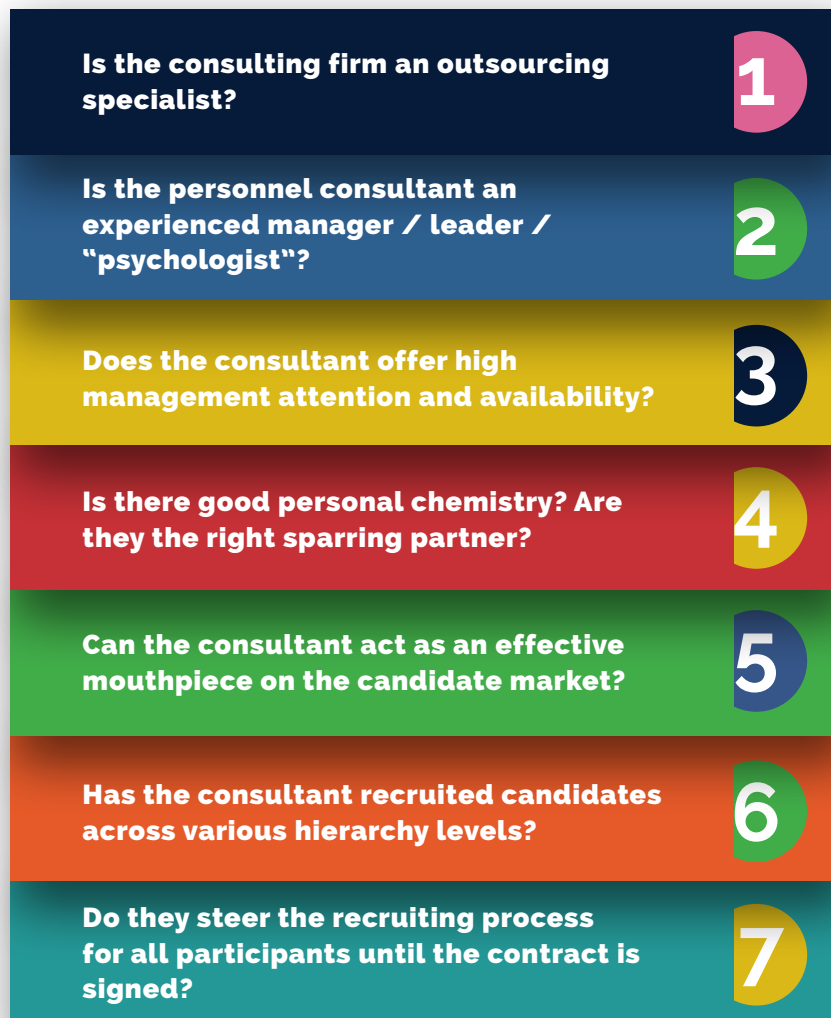


Photo by PRIMEPEOPLE

## Recruitment for the outsourcing market in Germany

for me?” and identify any sticking points in the course of the first detailed telephone call. While the consultant must prove an ideal representative of their client and above all the hiring manager, they must also address the candidate on an equal footing. They are ultimately their client’s mouthpiece within a tight candidate market.

### Selecting a recruitment consultant



Infographic: 5com Media for Outsourcing Journal

## Recruitment for the outsourcing market in Germany

### Leadership skills

Consultants who have formerly been managers at outsourcing companies, and thus boast experience of recruitment across multiple hierarchy levels, bring a number of advantages to the table. They can challenge candidates during interviews and quickly establish whether their success stories stand up to scrutiny.

Such consultants have also often received psychological training, enabling them to identify personality traits and measure strength of character to ensure a good fit with the client's team. During the sensitive phases of applicant management, their tact and empathy helps them juggle the interests of the hiring manager, HR officer, and candidate alike.

This role of "neutral moderator" is particularly crucial at the contract stage, when all participants are highly emotionally invested in the process. In acting as a sparring partner for their client, they can take the initial profile of requirements and render it feasible while also providing key input to boost the hiring manager's decisiveness.

### Approach to management levels and job profiles:

The ideal personal consultants do not limit themselves to executive search, but have instead built up particular expertise in filling middle management positions and recruiting professional experts.

*Recruitment consultants with experiences in the outsourcing industry bring a number of advantages to the table.*



### 4 aspects of finding the right recruiting partner

When selecting a personnel consultant, pay attention to the following:

1. Is the consultancy firm specialized in the manner outlined above – outsourcing industry, leadership and operational experience, recruitment across various hierarchy levels?

2. While a global consultancy firm with a strong brand always looks like a good match at first glance, consider the level of management attention they will dedicate to your company. In fact, the partner or personnel consultant who is assigned to your company and prequalifies potential candidates is much more crucial to your success. They must offer high availability and take a personal interest in supporting all phases of the project.

3. Is the personnel consultant the right sparring partner for me as the hiring manager? Are they ready to take an in-depth look at my requirements and use this to develop the right strategy for candidate searches and direct approaches? Do we share good personal chemistry?

4. Does the consultant drive the application process, adhere to the step-by-step plan (or speed things up in individual cases to fend off competing offers), attend on-site client interviews, advise clients and candidates during the sensitive contract negotiation phase, and steer the project until a decision is made?

*Specialization*  
*Availability*  
*Cooperation*  
*Driver*

## Recruitment for the outsourcing market in Germany

Last but not least, bear in mind that personnel consultancy firms also pick and choose their partnerships with care. As tight candidate markets have made their task even more challenging than before, this means that positive interaction with clients is all the more crucial to their economic success.

Companies lacking in decisiveness and transparency may soon see personnel consultants terminate their partnership in favor of other clients that are more in tune with the current laws of the market.

**Markus Wagener** is Managing Partner at PRIMEPEOPLE. He has been closely connected with the IT outsourcing industry for over 15 years, initially as a management consultant advising IT businesses on strategy and operations. Wagener then served as vice president at a global IT outsourcing firm, handling continuous process optimization across all functional areas and hierarchical levels.



**Martin Boit** is a PRIMEPEOPLE Managing Partner and has been active in IT- and Business Process Outsourcing industry for more than 20 years. He has served as Managing Director of different international outsourcing firms. His personnel consulting work focuses on executive search and the placement of specialists and managers in the IT outsourcing and digitization, which includes operations, sales, business development, consulting, and delivery vacancies for national and international businesses.



Photo: Kosztolanyi Dezső ter,  
Budapest, 11. district by Bence  
Balla-Schottner via unsplash.cm

**GERMAN LANGUAGE IN BSS IN CEE**



Simon Nilsson, Co-CEO,  
Workwide Group, Sweden

# **GERMAN LANGUAGE IN IT, BPO AND SHARED SERVICES ACROSS SELECTED CEE MARKETS**



In a recent paper we took a closer look to the demand and availability of German speaking employees in the IT, BPO and Shared Services sector across selected countries in Central and Eastern Europe (CEE). Together with Workwide Group - a specialized relocation recruitment specialist firm from Sweden we analysed the size of the German minorities, the number of university students with German language knowledge, the number of centers providing IT, BPO or SSC services and more to obtain a more realistic picture of the opportunities for companies that are looking to employ German speaking IT or business process specialists in these countries.

This is a part of the paper analysing the current situation and demand for German language talent in these markets.



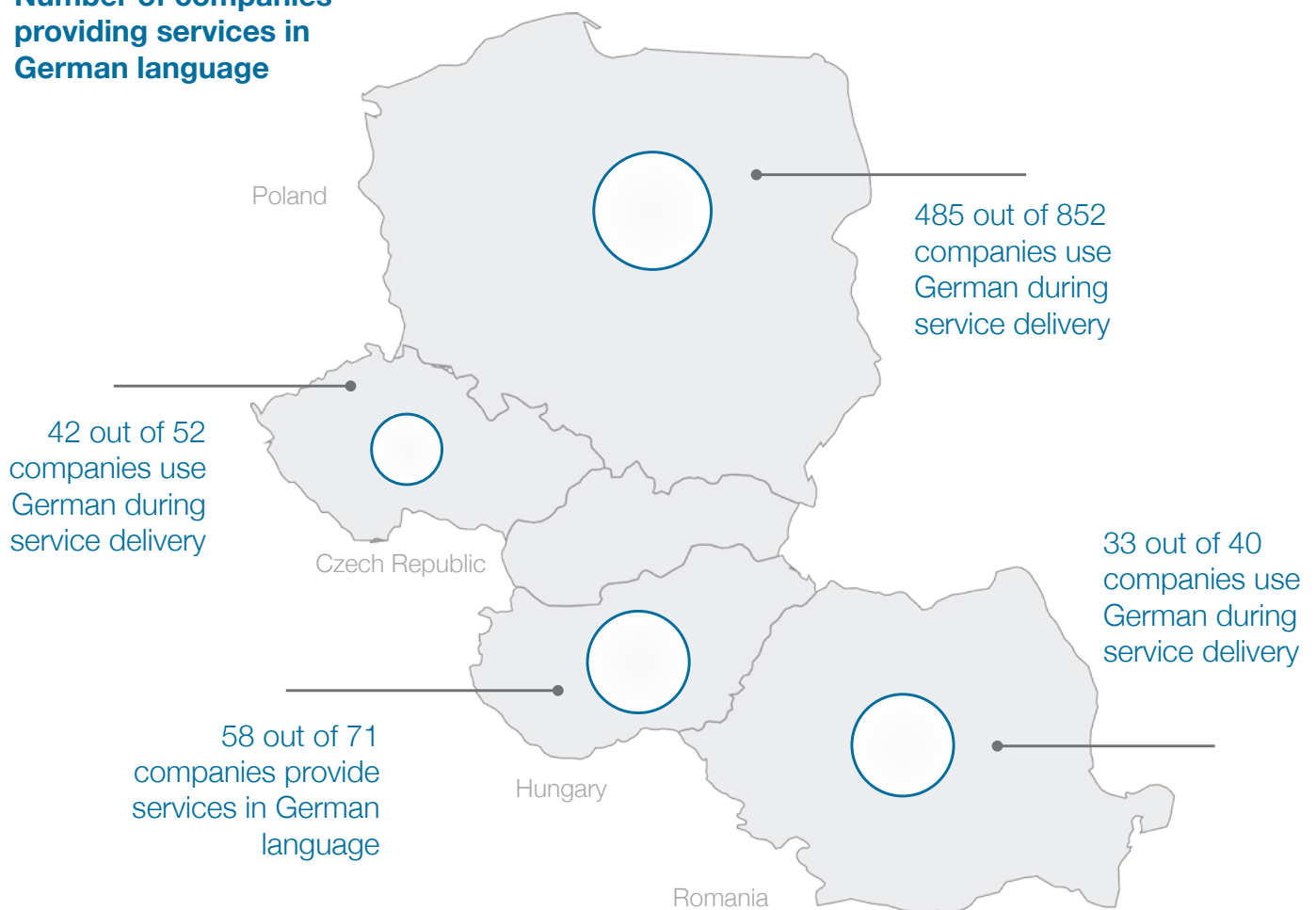
### German language services deployed in the BSS sector across selected CEE markets

Hungary, Poland, Czech Republic and Romania and other CEE countries have a long history in providing business and technology related services to the international and German market.

The reasons for that are geographical and cultural proximity, marginally larger German speaking minorities, strong connection to other industries and the good conditions for cross-border business provided by the European Union.

The ratio of businesses providing IT and/or process services in German language is in all countries 2nd, shortly behind English. 5), 6), 7), 8), 9)

#### Number of companies providing services in German language



### Type of jobs with german language skills, currently open

In order to estimate the current demand for German language talent, we have analysed the number of current job openings that require German language skills in CEE. Primary data for this analysis is sourced from country specific versions of the largest job aggregator.

Secondary data for this analysis is sourced from national job boards including profession.hu in Hungary, ejobs.ro in Romania, fratrespolsk.pl in Poland and prfesia.cz in the Czech Republic. The results are current at April 2019. The data presented below reflects the total number of job advertisements posted on the largest job aggregator at the time this research was completed. It should be noted that many advertisements were for multiple employees and as such actual demand for total employees is likely higher than the total number of advertisements.

*Recommended event  
in CEE:*



*iPAC 2019 - HOA Intelligent  
Process Automation  
Conference 2019  
6/11/2019 at the Hotel  
Corinthia Budapest  
[www.hoaiconference.hu](http://www.hoaiconference.hu)*

	Poland	Czech R.	Hungary	Romania
Number of advertised positions with German language	<b>3007</b>	<b>1029</b>	<b>1166</b>	<b>1483</b>

### Required level of language knowledge

Most positions (about 82%) require either advanced, native or near-native German language skills. Only a few positions, especially in the technically orientated jobs, require German language at lower to intermediate levels.

10)



## Examples of German companies operating BSS centres in Poland

For the purpose of this report, Poland is used as an example of investment by German companies in business service centres. Most of these centres provide services in a number of different languages in addition to German.

The total number of German based companies that own BSS centres is 59, lower than the number owned by Polish and United States based companies. 11)

Number of centres offering services in German language in total (11)	Poznan	Lodz	Bydgoszcz	TriCity	Szczecin
	n/a	33	14	34	17

### Number of centres owned by German companies in Poland



## German language in IT , business process and shared services in CEE

5) The nr. of companies here refers to the nr. of companies that the data were based on in the different reports, named below.

6) Polish Information and Foreign Investment Agency: “Business Services Sector in Poland 2016”

7) Hungarian Investment Promotion Agency and Hungarian Service And Outsourcing Association: “Business Services Hungary Report 2018”

8) ABSL Czech Republic ABSL Report Czech Republic 2019, <https://www.absl.cz/100-thousand-people-are-now-working-in-the-business-services-sector-in-the-czech-republic-and-centres-are-planning-further-expansion/>

9) ABSL Romania: “Outsourcing Industry report 2017” and 2018

10) Country pages of [www.indeed.com](http://www.indeed.com) (pl/hu/cz/ro) and [profession.hu](http://profession.hu) in Hungary, [ejobs.ro](http://ejobs.ro) in Romania, [fratrespolska.pl](http://fratrespolska.pl) in Poland and [profesia.cz](http://profesia.cz) in Czech Republic

11) Data reported from city investment promotion offices in Szczecin, Bydgoszcz, TriCity, Poznan an Lodz

## Download the paper (free)

Based on 28 different sources and individual feedbacks from industry leaders in the region, this analysis provides an in-depth insight into the German language talent in the Business Services Sector (BSS)in Central and Easter Europe.

You can download the full analysis free of charge via Workwide Group’s website: <https://workwidegroup.com/publication/german-speaking-talent-across-central-and-eastern-europe-workwide-group-2019-report/>



Michael Grebennikov, CEO at Digiteum LLC, digital technology consultancy



# BELARUS

What is so special about Belarus that makes it stand out among other IT outsourcing destinations? Indeed, at first sight, the country doesn't seem to attract much attention from IT community and is rarely spotted on newsfeeds. However, the contribution Belarus makes to the world of technology and innovation is significant. It's just often hidden behind big names.

Epam Systems, listed as one of the Top Outsourced Product Engineering Vendors in the world, is from Belarus. The company provides IT services to such clients as Microsoft, SAP, The Coca-Cola Company and London Stock Exchange. Another major European IT company ScienceSoft was founded in Minsk in 1989 and today is known as one of the most experienced IT service providers in Eastern Europe.

## SOURCING DESTINATIONS



Photo by Dmitry Chernyshov via unsplash.com

Ranked 4th among the top messenger apps, Viber messenger is also originated in Belarus. So as Maps.me — top offline maps app with a bunch of perks for travelers that won National Geographic Traveler Award in 2018. Wargaming.net, one of the leaders in the gaming industry, as you can guess, is also made in BY. And these are just off the top of my head.





What is it that helps the country host some of the most successful IT providers and cook the tech products that gain world recognition? Here are some facts about Belarus to support the point.

**1. Located literally in the center of Europe**, Belarus covers an attractive time zone (GMT+3). It allows for working time overlap

with all European states, west coast of the U.S. and some Asian countries.

**2. Favorable geographical location** enables easy commute. Major European capitals are only 2-3-hour flight away. On top of that, a 30-day visa-free entry to Belarus makes business communication even more accessible.

## How Belarus becomes one of the leading IT service providers in Europe

**3. The country has a high education index**, and it is growing year by year. All IT professionals are known for their good command of English, western mindset and approach to management.

**4. Belarus has impressive 50-year experience in technology and engineering.** It's for a reason that such companies as Peugeot, British Petroleum, Gazprom, Reuters, British Telecom, Oxford University Press, Oracle and World Bank have trusted Belarusian IT professionals for years.

### The role of HTP 2.0 and the government

Hi-Tech Park (HTP) established in 2005 is a unique organization that creates business, technological, educational, legal and financial environment for the development of IT in the country. HTP hosts around 500 resident companies engaged in IT and science and provides overall support and protection to these companies as well as the startups that work with HTP Business Incubator.

Earlier in 2005, the government of Belarus introduced a special law focused on the emerging digital economy in the country and encouraged the establishment and development of the IT market. This law granted a set of incentives, tax benefits and legal relaxations for the IT companies, their clients and investors and thus contribute to the streamline development of this sector.



Photo by HTP, Belarus

## How Belarus becomes one of the leading IT service providers in Europe

Later in 2018, everyone somehow connected to IT received even better news. A new decree prolonged the special terms, expanded tax exemptions and multiple benefits till 2049 and created the foundation for the operation of cryptocurrencies, blockchain and smart contracts. All these perks and add-ons opened a new milestone in the development of HTP and IT in general and made the country even more lucrative for the foreign investment.

### Why Belarus stands out among other outsource destinations

Unprecedented governmental support and the rich infrastructure of the HTP created the conditions for building a solid IT sector. Today, it has a strong talent base and promising perspectives for the new generation of designers, engineers and scientists. Three major drivers fuel these perspectives and make the country one of the best places to outsource an IT project, today and in the future.

#### 1. Education and culture

Belarusian universities train 4,000 engineering and technology students yearly. There are around 40,000 young IT professionals that build

*About HTP: During the last years the ICT sector in Belarus receives strong government support and is one of the top-priority economic sectors to develop. Thus, by the special Law issued in 2005, Belarus Hi-Tech Park was established with the main goal to support software industry. HTP Belarus provides special business environment for IT business with incentives unprecedented for European countries.*



## How Belarus becomes one of the leading IT service providers in Europe

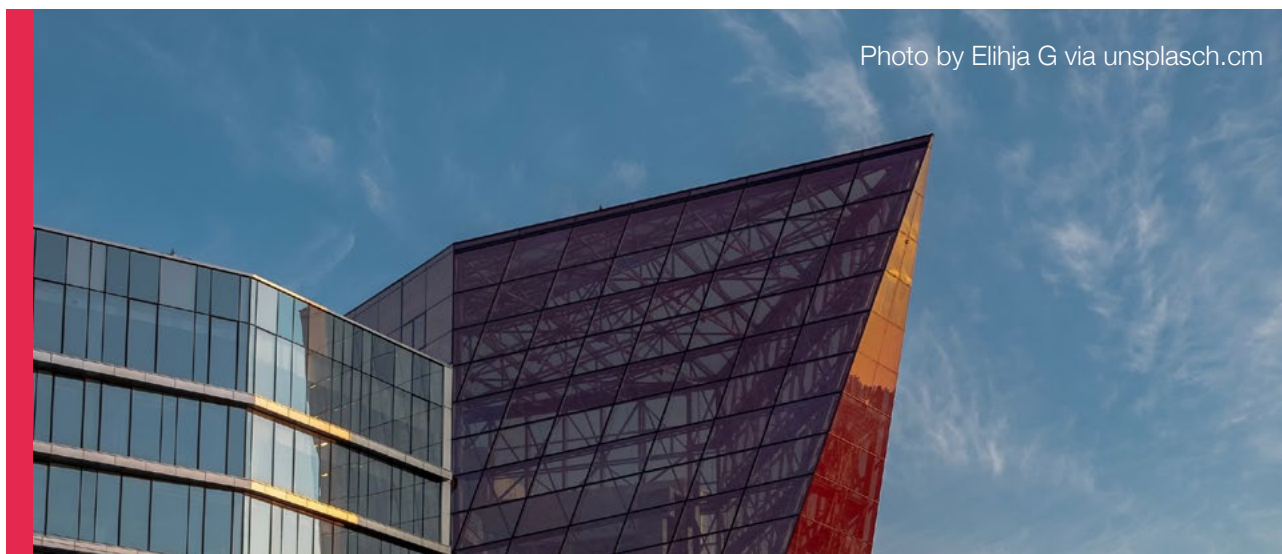
the foundation for the future of this sector. Additionally, the Educational Center of HTP offers numerous computer science programs for children and students and provides IT training for the adults with technical and science background.

***“If you have a mission impossible IT-project, send it to Belarus”*** (DREW GUFF, Managing Director and Founding Partner of Siguler Guff & Company, for High-Tech Park Belarus)

IT professionals share not only extensive training and high educational level, but also western business culture and mentality. Needless to say how important punctuality, transparency and reliability are for the success of any project. Belarusians are known for providing all of these — the meetings are always held in time, projects are delivered on schedule, reports comply with the international standards, and there’s no such thing as miscommunication or language barrier.



## How Belarus becomes one of the leading IT service providers in Europe



### 2. Startup ecosystem

HTP has created a favorable ecosystem for IT startups and innovative projects in Belarus. Not only does HTP Business Incubator help young companies find investment, but enables comfortable coworking opportunities.

Angels Band is another major player on the country's startup scene. Cyril Golub, member of the board, an IT entrepreneur and angel investor, shared that the network numbers 84 members and has the pipeline of over 220 startups increasing by 10-15 projects monthly. Angels Band hosts monthly Pitch Sessions inviting the most promising startups which trend in AI, ML, AR/VR, big data and blockchain.

Robust growth of Belarusian startups is based on both local and foreign investment. Alex Golod, angel investor from the U.S., says ***“the startup ecosystem in Belarus has significantly matured over last few years. Technology innovation drives an appearance of a new generation of successful startups. Add to it very attractive valuations, and it makes Belarusian startups investor ready.”***

***“I am making my first investments in Belarus startups, and, in my opinion, the country is worth of closer look from global investors.”*** (ALEX GOLOD, Angel Investor, Advisor, Mentor, Starta Capital and Quake Capital Partners)

## How Belarus becomes one of the leading IT service providers in Europe

### 3. Creativity and proactive approach

What really identifies Belarusian IT professionals among their colleagues from other well-known outsourcing locations is the creative approach to problem solving. There are more and more companies focused on digital technology consulting on the IT market of Belarus. They go beyond building a product based on set requirements. Instead, IT consulting companies pick the project at the idea stage and turn it into a viable technology product. They look directly into the client's needs and business context and use digital technology and proactive approach to successfully address these needs.



**Michael Grebennikov** is a co-founder and co-CEO at Digiteum LLC, digital technology consultancy. Together with Digiteum team, Michael helps businesses grow by leveraging digital technology and introducing innovation to their operations.

### Belarus - European Silicon Valley

Thanks to the environment created by HTP, Belarus expands its potential on the product arena and continues putting on the market successful projects like MSQRD purchased by Facebook and one of the latest Google's acquisitions — AIMatter. Together with the recent Red Dot winner Teslasuit and CES innovation awardee, Flo app, these products prove Belarus is not only the source of time-tested IT service providers, but an innovation hub in the center of Europe.





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## SOURCING DESTINATIONS





Hans Henrik Groth, CEO & Founder  
CrossWorkers



# CHOOSING IT- SOURCING DESTINATION AND PARTNER

Only 10% of the companies who is using offshore labour have made the decision to do so based on a structured collection and assessment of valid data – and even less remember to include all aspects.

When examining possible offshore destinations for your IT-development, there are several aspects to consider. Moreover, you must assess how significant each aspect is to you. Are you willing to compromise on certain aspects and not others?

Photo by Keyur Hardas via unsplash.cm



# 5 things to consider before settling on a location

## 1. Culture

Understanding a country's dimensions of culture, will enhance a good communication and an aligned understanding. You can use Hofstede's dimensions of culture as assessment tool.

Hofstede explains the 6 basic issues that society needs to come to terms with in order to organise itself. The scale runs roughly from 0 to 100. For an example: "Uncertainty avoidance" deals with a society's tolerance for uncertainty and ambiguity. Germany scores a 65, while Denmark scores a low 23 despite the geographic proximity. Imagine the differences when outsourcing to a destination further away.

Historically speaking, Eastern Europe have not been a tourist destination, and for many years it was not a possibility for the Eastern Europeans to travel internationally. As a result, the cultural understanding of "the outside" has been limited. Compared to Egypt, in which European tourists have visited for decades, the international interest and understanding is vastly different.

Consider the linguistic compatibility between onshore and offshore. The general English skills can vary significantly. It's not all about the grammatical linguistics. A well-educated employee in India might be well articulated in English, however, some might experience difficulties understanding the accent.

## Choosing IT-sourcing destination and partner

### 2. Stability

Take the geopolitical situation and personal safety into consideration. The geopolitical safety is including the risks of natural disasters and current or potential wars. The personal safety of employees must be evaluated - including assaults, robberies and general crime. The crime rates of the various destinations will give you an overview.

### 3. National economy

Salary levels can widely differ from location to location. Cheaper is not always better –

and the price is not always a statement of qualifications and talent.

An investigation of how quickly wages are rising is advisable. We are currently seeing an ongoing development in some of the most popular eastern European countries within the IT-development sector. The wage levels are not stationary, and there can be a large difference in the speed of how rapidly they are rising. The cost of a senior-developer in Ukraine has gained with 35% over the last 5 years. Remember to calculate your ROI – your supplier should be able to help you.



### List of established and emerging sourcing destinations for Europe

Armenia  
Belarus  
Bulgaria  
Czech Republic  
Egypt  
Estonia  
Hungary  
Ireland  
Israel  
Kosovo  
Latvia  
Lithuania  
Macedonia  
Poland  
Portugal  
Romania  
Serbia  
Slovakia  
Spain  
Tunisia  
Ukraine  
...

#### 4. Talent pool

It is essential to assess the state of the current and future talent pool. When looking into the future talent pool, it is vital to explore how many educational institutions are present and how the level of education is.

#### 5. Accessibility

The geographical position is of importance since it determines how far the travel between onshore and offshore is. Also, accessibility of a well-connected flight route is highly recommendable. Being in the same time zone will make the daily communication significantly easier. In general, we experience time zones as being of more important than it previously.

Moreover, you should investigate visa laws in the various country. There can be a big difference from country to county when it comes to obtaining visa. If the visa situation turns out to be a hassle, urgent in-person meetings can be stalled.

### 5 things to consider before settling on a supplier

In the process of choosing the right supplier and partner, a recurring theme is to find someone who is trustworthy and how has a sustainable business. The supplier must





### 2. The right match?

You must assess the staying power of the company – is the company likely to survive long term? Look for supportable references from previous or current customers. Question the supplier about the possibility for the employee to work in onshore occasionally. A professional supplier can explain the local laws and you can assess the ethical terms. How do the jurisdictions weigh onshore and foreign laws? By creating the legal framework on a system, you are acquainted with, you will reduce the legal risks. Always consider if a disagreement should be settled on known or foreign grounds.

### 3. Cost and flexibility

Make a deal with the supplier about in which currency is invoicing done. If the currency is not stable, it can be expensive to have made the wrong decision. Evaluate the currency risk.

Make sure that the contract it is flexible enough to comply your agile methods. Also, insist on the contract being changeable in case of unforeseen developments. The speed of how hastily changes can be made,

should be included. In an agile environment, it is impossible to foresee every forthcoming advance.

### 4. Employee management

When outsourcing employee management, you must trust that the supplier can attract desired employees and that he will have a professional approach to the recruitment. If the supplier is not able to retain employees at the company, chances are that they weren't satisfied. This is hazardous for you, because you will have to do the commissioning phase repeatedly with new employees.

Chances are, that you've already spend a long time on ensuring your GDPR. When outsourcing you must ensure that everyone must fulfil the data management agreement. The employees must understand the agreement and follow the rules. This can cause a lot of auditing if the supplier is not covering the GDPR. Ensure that there is an existing process for this at the supplier.

### 5. Partner or supplier

The internal business culture with the supplier and your onshore business must be aligned

## Choosing IT-sourcing destination and partner

and be a reasonable match. Look into the strengths and experiences the management have. Both you and your management must have confidence in the fact that your partner will be able to solve all tasks they are presented with. There must be a shared cultural understanding between onshore and offshore.

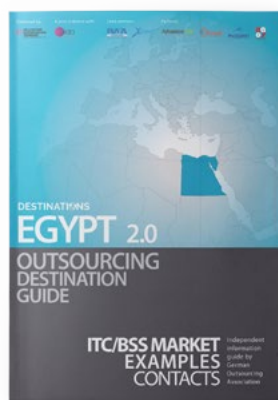
In conclusion it is important to point out that it is essential to find an offshore provider with a long-standing experience in hiring IT staff. This helps ensure that you get the greatest success rate in your projects. By choosing a professional partner and the right destination, you will be able to focus on your business.



**Hans Henrik Groth**, CEO & Founder CrossWorkers (IT Offshore out of Egypt with Nordic security) Hans Henrik have a background as HR Director in the Danish IT industry and have worked extensively with IT Nearshore/Offshore/Outsourcing for 12 years in countries such as Ukraine, Pakistan, Egypt. <https://www.linkedin.com/in/hanshenrikgroth/>

### Also interesting

Outsourcing  
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## HOW TO IT-SOURCING

Marco Dietrich, Co-founder and  
Managing Director at Rivers



# IT-SOURCING – LET'S GET IT RIGHT!





## 1. Planning/Analysis

What are the essential aspects, which you should consider for an IT sourcing project?

Like for any IT project, you need to have a realistic estimation of the time of the project. If the company has already a successful internal IT department, it can do it by themselves. If not, or you want to realize the project with an expert, a trustworthy consultant, or a consultant company is a tremendous support.

For everyone who wants to get their hands on, I have the following tips and advice. Even before planning, companies should ask the following questions:

**Expertise** – How capable am I managing and executing IT projects?

Experience – Did we do IT sourcing projects in the past? This question is about real experience and the ability to run an international project, especially in English. And secondly, how to communicate an IT sourcing project sensibly towards the internal IT department, because it's often seen as a threat and could cause resentment and existential fear.

**Effort** - How much assistance I am willing to provide as a company? For example, do we supply the Business Analyst / Product Owner or even an internal development team?

**Project details** – Which volume has the project? Is it a new development or an advancement? Which legal regulators have to be considered? How much internal business knowledge is needed? These are the determining factors for defining the software development process. Hint: in general, we always recommend an agile process model.

In theory, this list could go on and into more detail. But it's most important to have practical knowledge about the own companies ability to manage and perform IT sourcing projects.

In practice, these are the following challenges for companies to make IT sourcing projects faster, of better quality and more economical:

- » Excessive separation/insufficient collaboration between departments
- » Strict hierarchies/bureaucracies
- » Planning too detailed and costly

In a concrete project, we propose almost always an agile project management and development process, which also considers interfaces to other departments. All organizational challenges are approached step by step in a practical manner.

Proper planning solves all issues, but not every detail has to be defined beforehand. That can be done at a later point during the practical implementation.



## IT sourcing – let's get it right!

### 2. Implementation

After the setup: What are the critical factors for a successful project?

Like in any software project, theory and practice differ widely. Therefore an IT sourcing project has the same factors of success like any IT project. From our experience, the following points are vital to a successful IT sourcing project:

- » Ongoing project support from the management. Idea: The management makes sure that the team can work successfully.
- » Establishment of a pragmatic and straightforward development- and reporting model
- » The qualified cast of key roles. An top of that these persons must granted the corresponding time and power to act
- » Open discussion about project risks and how to handle them.
- » Realistic planning of budget according to time and finances.
- » Defining and implementing reviews and suggestions for improvements with the team regularly.
- » Pick of a trustworthy and proficient IT sourcing partner.
- » Consideration of the feedback from project colleagues and partner.

... and that the team can work

It's that simple ... and yet it's not!

*it's vital that experienced people take all central roles (Product Owner, Scrum Master, senior developer), specified targets are precise and that the team has discretionary competence within the project*



In my opinion, the central role of the management should be supporting the team and dealing with problems, e.g., solving conflicts of different departments or removing incongruous business procedures.

A professional sourcing provider will support the management as well as the internal team with this process. You should check this topic while making a selection because this can give you evidence if the provider is familiar with this topic and gathered experience with it in the past.

### **3. Which IT sourcing partner is the right for me?**

Consider the following criteria for selecting an IT sourcing partner:

- » Expertise - technical/methodical skills
- » Expense - price / price models
- » IT locations - which will be offered? That plays a role if you plan to travel a lot.
- » Company culture - does the provider applies to us / our corporate ethos
- » Methodology - which procedures are provided? Ideally, the desired method will be offered as a service.
- » Trust - the foundation of every relationship

## IT sourcing – let's get it right!

General speaking, the closer you are geographically as well as culturally, the higher the daily rates and wages. That could be around a 30% difference within the EU. This estimation holds especially true for junior levels. At senior levels, salaries match among the countries. It is essential to know that all sourcing providers have roughly the same cost structure, which is 75% payroll.

You should be cautious which very low-priced provider. Ok, now I speak from experience of a longstanding IT sourcing provider: low prices can only work which exchanging (skilled) employees or other billing tricks.

Therefore it's imperative to have a reliable sourcing partner where you know precisely which of their employees are working for your project. A serious IT sourcing provider can estimate quite accurately if a sourcing project or setup makes sense or not. Be careful if a provider instantly accepts every project or setup.

Also critical next to the price for a location are the following criteria: Stability (EU, Euro, inflation), flight connection, general infrastructure, language skills, and quite important: is there a similar work culture. That's a

bonus for countries that have been for long in the EU.

So you should always seek for various offers and take all essential factors into account before making a decision.

## 4. When to avoid an IT sourcing project

Generally speaking, outsourcing an IT project makes sense when competencies (technical or methodological) are lacking, when there are not enough internal employees, and you want to optimize costs.

If a project/application has a lot of interfaces to other internal applications, and therefore, the employees often have to be on site with the customer, I would instead turn to a local supplier.

Another topic is the language. If all internal processes are currently in German and should be maintained, this is a clear sign to look for a German-speaking provider. Of course, there are also solutions for this, like a German-speaking bridgehead, but makes it just a little more complicated.

There are German-speaking software de-



## IT sourcing – let's get it right!

velopers in Eastern Europe or even Egypt. But speaking German at an acceptable level, only a maximum of 10% of the software developers can do it. With a setup like this, employees are selected by the sourcing provider primarily because of language competence and not according to technical expertise.

An IT sourcing project should have a certain volume/size as there is always an overhead such as more travel activities, higher expenses through detailed and structured requirement descriptions, etc. That's even truer for an offshore project.

But you cannot generalize this. I know projects with only one employee who works directly with the customer, and that can work excellent lasting for years.

**CONCLUSION:** The Golden Rule is - Keep it Simple! At all levels. An IT sourcing project is usually complicated enough.

**Marco Dietrich** has been working in outsourcing and near/offshoring as IT Sourcing projects on provider side for 10+ years. He started his professional life in software development, business analyse and project management. Later he took over the lead of several IT service centres in Europe and Asia with focus in establishing and executing of IT SW Sourcing projects for sumless customers in varies industries. Today he is co-founder of the company rivers, which he is focusing on consulting and executing IT Souring projects.



## Veranstaltungsempfehlung



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**Nicht-kommerziell** - Als eingetragener Verband garantieren durch unser Non-Profit Geschäftsmodell, dass die Belange des Marktes im Vordergrund stehen. Zu den wichtigen Features der Veranstaltung zählen, dass es sich nicht um eine Trade-Show handelt, die Teilnahmegebühren vergleichsweise gering sind und Mitglieder

sowie Vertreter aus der Politik kostenlos teilnehmen und dass die Veranstaltung inhaltlich von einem Expertenbeirat begleitet wird.

**Einfluss nehmen** - Ob Anwender, Anbieter oder Berater, eines betrifft alle – Einfluss für die eigenen Interessen und Anforderungen im Markt zu erreichen. Dazu bieten wir als Verband eine ideale Plattform und mit dem RPA Germany Forum ein einzigartiges Sprachrohr.

Wir helfen dabei Verbindungen mit Kollegen auszubauen und aktiv an der Formulierung der eigenen Interessen zu arbeiten und diese zu vertreten.

### Der Veranstaltungsbeirat

*Stephan Fricke, Vorstand Process Automation Verband, Herausgeber RPA Journal / Reid Anderson, Managing Director, Trestle Innovation and Trestle Consulting, Hans Martens, CEO, Another Monday, Tom Bangemann, Senior Vice President, The Hackett Group*



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**BERLIN, 11./12. Februar 2020**

OUTSOURCING PRACTICE

**OUTSOURCING**  
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EDITIONS



Jakub Sendor, Delivery Manager at  
J-Labs



# OUTSOURCING IT-SECURITY

## Why do you need to care about IT security?

Over the past few years we have seen a surge in IT security incidents. Major data breaches at companies like Target, Equifax, and Facebook, Distributed Denial of Service attacks organized either by hacktivist groups or nation states, millions of smaller campaigns spread through phishing, malware, or social engineering attempts – you name it. On top of that, year over year, we learn about critical vulnerabilities in software that is utilized as building blocks of the Internet and systems that we were used to simply trust as bulletproof.

Photo by Nahel Abdul Hadi via unsplash.com

You probably recall the panic that ensued after the Heart-bleed Bug was announced. It seems that taking at least minimal care of the security of your IT infrastructure should be a basic requirement for a healthy company, like washing hands

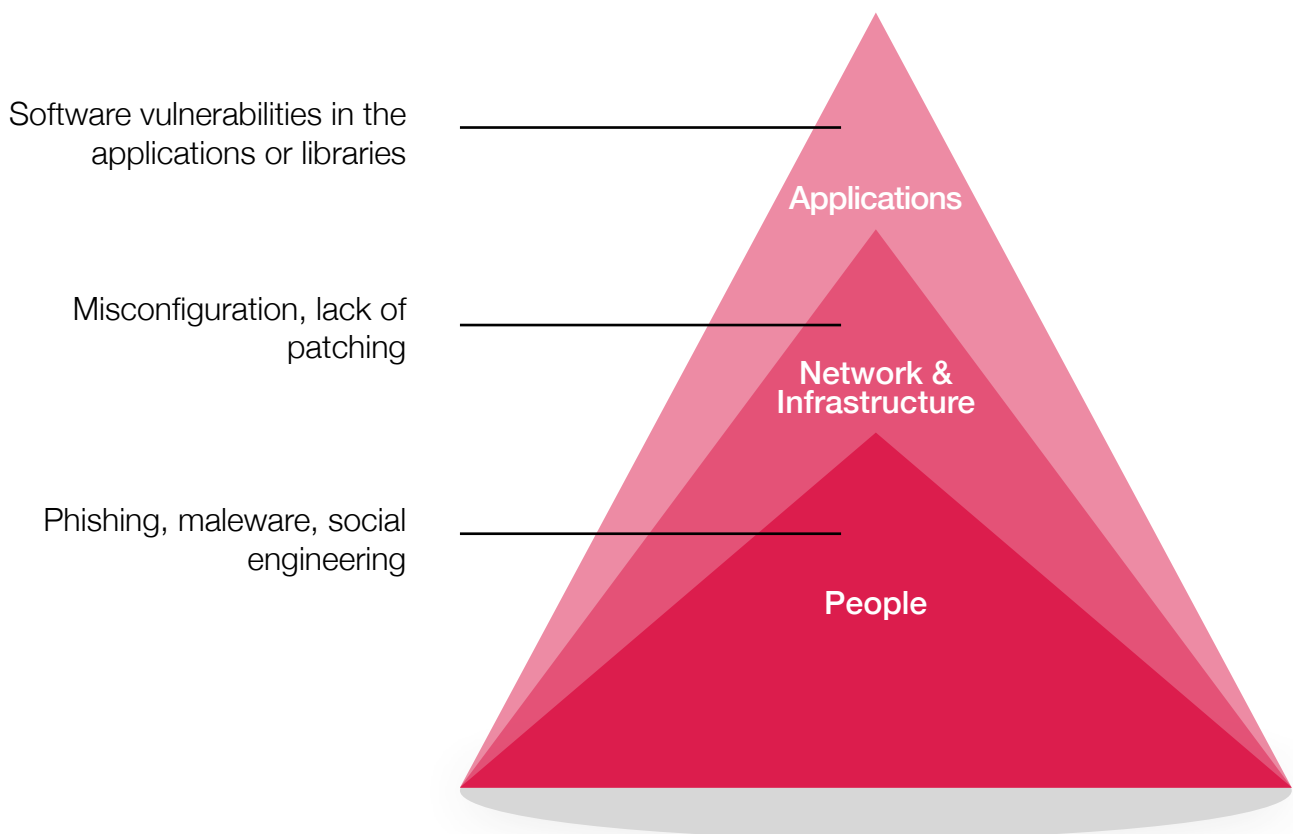


Fig. Pyramid of IT security threats.

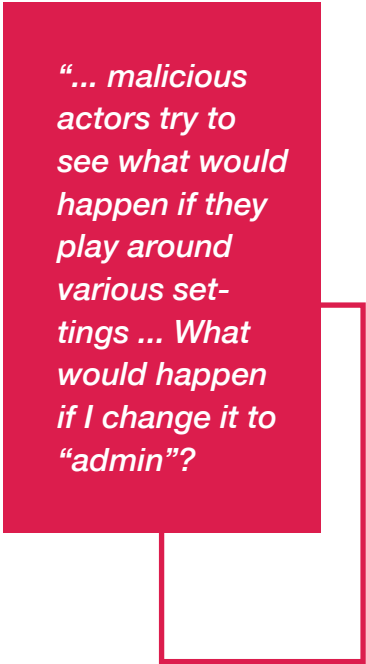
is a basic mean of ensuring that your body stays healthy. But how can you make a stab at that if you don't want to hire someone full-time or you can't find a suitable candidate on the job market? One of the possibilities could be to look for a 3rd party provider that could answer your IT security needs or even guide you through the entire process of setting up your IT security operations.

### Why would you outsource IT-security?

IT security is a highly specialized chunk of the wider IT field, that usually requires multiple years of expertise and staying always up to date with the latest attack techniques and developments in the area. After all, it resembles an arms race between the malicious actors and the rest of the world.

One of the necessary skills is the ability to think like an attacker. Seasoned IT security professionals should not only try to defend your infrastructure but also point you at the weaknesses in your systems. They should be able to demonstrate you how these weaknesses could be exploited in the real life.

Typically, during any software development cycle one of the shortcomings is that the ready product is often tested only against “happy path” scenarios, that aim at demonstrating the business value. What is often left untested are these corner cases where someone doesn’t utilize the software in the ways that it was designed to be used. Rather than that, malicious actors try to see what would happen if they play around various settings and options that were left untested during the development phase. What if I change the “balance” parameter in the request to the payment service in the web store? How about this “role” option? What would happen if I change it to “admin”?



*“... malicious actors try to see what would happen if they play around various settings ... What would happen if I change it to “admin”?”*



Security experts focus on these corner cases, “unhappy paths” so to speak, and test the systems behavior when the unexpected happens. Thanks to that they could ensure that when the real “bad guy” strikes, your system would be prepared and protected.

### How IT security can be outsourced?

IT security services vary from one-off consultancy to long-term continuous engagements.

#### Consulting

One-off consultancy usually covers a well-defined IT security need. Here are the examples of such engagements:

- Network configuration audit, e.g. audit of your firewalls and network switches
- Cloud configuration audit, e.g. audit of users, roles and their assigned privileges in cloud services like Amazon Web Services, Google Cloud Platform or Microsoft Azure
- Audit of your employee offboarding process
- GDPR compliance support

These types of services span usually over a couple of days to several weeks, depending on the problem at hand. But once they are completed, there should be no need to repeat them, unless there was a major change in the way your IT infrastructure is organized.

#### Time-bound engagements

Another group of the IT security services are time-bound engagements, when you call in the team of security experts to help you over a pre-arranged period. Here, rather than focusing on a specific task, the goal is to cover as many possible scenarios as possible during the time of the assignment. Typically, this type of engagements would be repeated, e.g. every half a year or every year. You could compare your results in between the subsequent occurrences to see whether your security posture has improved.

Such time-bound engagements include, but are not limited to:

- Tabletop exercises/wargames - your IT security outsourcing partner will guide you through a series of scenarios describing potential security incidents. The goal is to see how good you are at responding to these

## Outsourcing IT-security

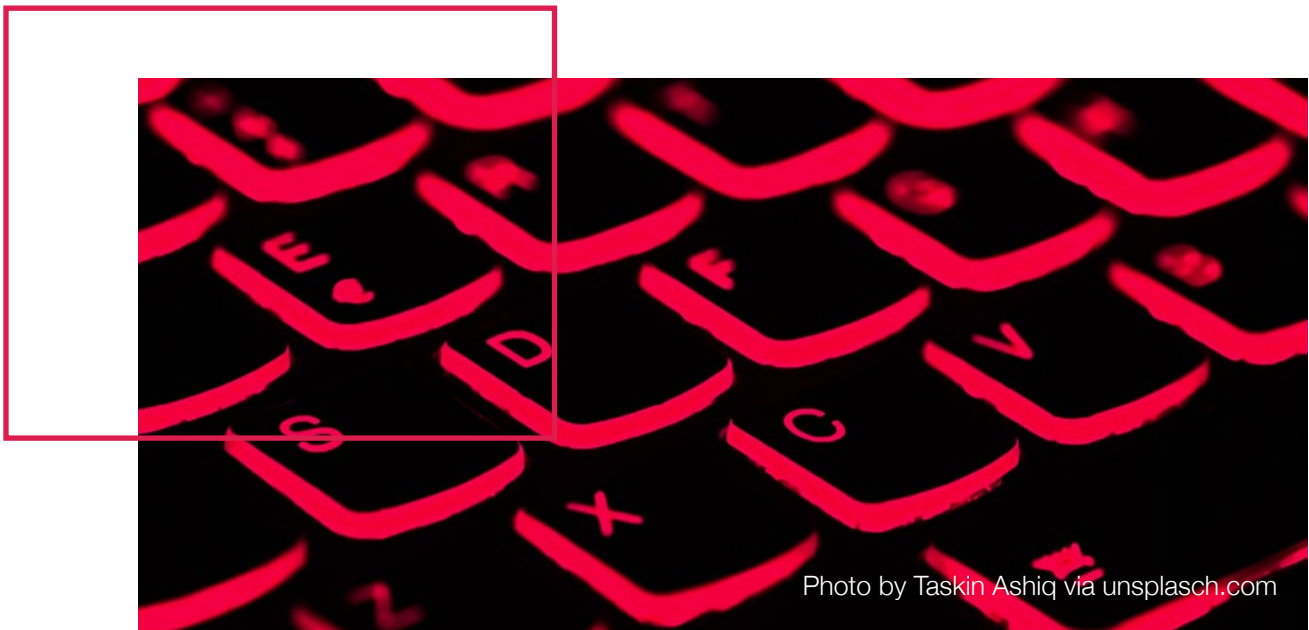
threats if they were to occur to your company in real life. The engagements usually last from a couple of hours to 2-3 days, depending on how deep you want to go with the simulation and the number of possible scenarios. IT security experts could also help you with designing your security incident response process, in the form of runbooks/playbooks, that clearly define the incident response steps.

- Penetration testing – here the goal is to find the vulnerabilities in your IT infrastructure or, if you are a software development company, in the software you are shipping. A team of pentesters will attack your assets and try to find a way in, e.g. to access sensitive infor-

mation like personal information of your customers or financial data that you would like to keep private. Usually these types of assignments last about 1 or 2 weeks depending on the scope of the penetration test.

- Red Teaming/Blue Teaming – very similar in their nature to the penetration testing, but here, rather than just standing still and observing, your company could engage in actively defending against the incoming attacks. This could be a practical way of ensuring that the countermeasures devised during the tabletop exercises are working.

- Data breach response – when the unexpected happens, you can call in a team of



experts to help you sort through the rubble. In case of a security breach at your company, they will help you to coordinate your response steps, stop the bleeding, run the forensics investigation on your infrastructure and work with your Public Relations team or help you coordinate with the local authorities, in case it is necessary.

*One model emerging in popularity ... is the Security Operation Center (SOC).*

### **Continuous engagements**

In case you are considering a long-term outsourcing of your IT security services, you have a couple of options.

One model emerging in popularity in the recent years is to outsource completely all your security incident response tasks to a specialized unit often referred to as Security Operation Center (SOC). Such team will respond to any suspicious behavior detected in your infrastructure. They could help you with spikes of malware infections, phishing attempts, or even be the first responders in the cases of Social Engineering attempts (e.g. when the attackers are targeting directly your employees through phone calls or malicious advertising campaigns).

Apart from that, you may always rely on the outsourcing company to work hands-in-hand with your existing security team in the staff augmentation model. You can call in the additional help of IT security experts when you need to expand your team and cannot find a suitable candidate, or if you are experiencing a temporary staffing shortage. You could pick a specific talent to augment your team's ability to respond



## Outsourcing IT-security

to the security threats. That way, your team could level up in a specific area of the IT security, working alongside an expert from the outsourcing company.

### Summary

Outsourcing of the IT security services seems to be a reasonable option if you are looking for the expertise in this specific field. IT security experts possess the necessary

“think like an attacker” mindset and could help you either in one-off audit of your IT infrastructure, or more regular engagements like penetration testing or Red Teaming/Blue Teaming exercises.

If you are looking for a long-term engagement with an IT security outsourcing partner, you could even consider completely outsourcing your IT security operations in the form of outsourced Security Operations Center.



I currently work as a Delivery Manager at j-labs. I am responsible for an awesome team of engineers delivering a world-class software to the enterprise market. Previously I was managing Corporate Security team at Yelp in the company headquarters in San Francisco, where together with the team we were responsible for analyzing and responding to the malware and phishing threats in addition to any other unforeseen security incidents. Before that, I worked as a researcher in the Security and Trust group at SAP. Over there I have participated in the initiatives related to the data access control and privacy policies, way before GDPR was a thing. In my free time I cycle, run, or read conspiracy theory novels.



# SELECTED SERVICE PROVIDERS AND INDUSTRY CONTACTS

**OUTSOURCING  
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EDITIONS



ABBYY Europe GmbH  
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Head of Enterprise Sales DACH  
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Accedia is a professional IT services company, specializing in technology consulting, agile software development, and implementation of end-to-end IT solutions for both SMEs and large enterprises. Founded in 2012 in Sofia, Bulgaria, Accedia quickly became one of the fastest growing technology companies in EMEA, according to Deloitte Technology Fast 50 and Financial Times 1000 Europe rankings.

Accedia works with clients in more than 19 countries on 5 continents – from America to Japan, from Finland to South Africa and Australia. The team develops innovation for businesses in banking, finance & insurance, leading manufacturers & utility providers, as well as technology startups.

The company's technology expertise covers the Digital, Intelligent, Cloud and Enterprise domains. It has developed showcase client solutions in Mobile, e-Commerce, IoT, Machine Learning & AI, Process Automation, Data Analytics and more.

What makes Accedia stand out is the inherent drive towards continuous improvement in both technology delivery and professional customer relationships. Every single bit of progress counts towards establishing the company as a preferred partner of innovation divisions at large enterprises & startups.



## ▶ Alna Software

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“Alna Software has strongly supported our operations by offering access to a wide pool of specialized staff. We appreciate the professional cooperation with Alna Software, because it quickly locates suitable employees who are both well-qualified and have good English skills, as well as often also good German skills. We are pleased to partner with Alna Software and happy to recommend their services.” Michael Wohlfahrt, Nearshoring Manager, Consist Software Solutions“

Alna is the major IT provider in Lithuania. It is family owned company and it celebrates 30

years anniversary this year. We serve local and international, public and private customers. Our current customers are from Automotive, Banking, Insurance and Audit, Entertainment industries. Some of them are global players, corporations.

We are looking for Customers and partners in IT or other sectors, who need nearshore IT resources or solutions. Major technologies we are focusing on are .Net, Oracle, Java, Linux and Windows, Mainframe.

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## ANOTHER MONDAY

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According to renowned analyst firms such as Aragon, Forrester and Gartner, ANOTHER MONDAY is one of the world’s most innovative providers of intelligent process automation. In just four years, we have automated more than two billion transactions and successfully implemented and managed more than 10,000 robots.

With the unique ability to scale RPA together with our customers, we are slowly converging from our position as hidden champion. The proof: With our employees - and RPA as a methodology - ANOTHER MONDAY controls the world’s largest bot farm within a company. The

equivalent of over 1,850 full-time employees who we were able to free from monotonous and repetitive tasks.

ANOTHER MONDAY not only automates existing workflows. Through our highly skilled development team, we are able to provide creative and innovative solutions and participate in the creation of new services, products and applications. These lead not only to higher sales, better quality and higher customer satisfaction, but also to above average automation rates and efficiency increases of 80 to 99 percent

# ASSISTDigital

Assist Digital GmbH  
Christoph R. Giese, Managing Director  
[www.assistdigital.com](http://www.assistdigital.com)

Assist Digital has been working in Customer Experience Management for international companies for over 15 years. Headquartered in Milan and Munich, Germany, Assist Digital helps clients manage customer relationships through a portfolio of innovative services and solutions. Assist Digital supports and accompanies the digital CRM transformation of companies throughout the entire customer experience management process along the value chain of companies.

With the help of Assist Digital's solutions, companies exploit the potential of artificial intelligence, user experience, CRM applications, the automation of incoming and outgoing cus-

tomers contacts (chatbots, virtual assistants, marketing automation) through to the outsourcing management of multi-channel contact centers.

More than 3000 employees work in 10 branches in Milan, Rome and Naples as well as at the other locations in Germany, France, Great Britain, Albania and Croatia.

Assist Digital's customers include companies such as EON, UniCredit, EuropAssistance, Vodafone, Toyota, Opel, WoltersKluwer, Sky, eBay and many more.

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CrossWorkers is a professional Danish IT Offshore/Nearshore company with Offshore organization in Cairo, Egypt and established sales in several European countries - based from the Danish HQ.

Our European customers work directly with their own tailor-made, dedicated IT staff without expensive or difficult intermediaries. CrossWorkers provides facilities and helps ensure that employees are motivated and understand the European culture, so that they can perform a good and effective job in close collaboration with you and your own IT organization. We have a solid ballast within HR, both

in terms of recruitment and human resource management, and many years of experience with IT outsourcing from several destinations. At the same time, we know the challenges facing European businesses in their struggle to make their IT development function well, and create a scalable business.

Our longstanding international HR experience, intercultural insight and our deep knowledge of the Egyptian IT labor pool and culture – enable us to find the right candidates for any European company. Simultaneously, we can ensure your company a close and well-functioning collaboration with your Team.



Digiteum LLC, digital technology consultancy  
Michael Grebennikov, Co-CEO  
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Digiteum is a mature software development company focused on designing and delivering new digital products and services for businesses across industries and verticals. Relying on deep business understanding and broad technology expertise, the team helps clients from around the world embrace digital transformation. Not only does Digiteum solve their challenges, but also helps companies strengthen their competitive advantage and enable business growth in the fast-changing, demanding digital environment.

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FRISTA is a fast-growing Swiss outsourcing service provider specializing in IT (ITO), Finance and Accounting Services (BPO) as well as Customer Service.

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Sascha Kronberg  
CEO & Co-Founder  
[www.ignitemysales.com](http://www.ignitemysales.com)  
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IGNITE MY SALES is your number 1 resource for sales management- and market entry advisory. We help you plan your market entry strategy and help you execute addressing German prospects and clients; either building your local presence in the market or remotely from your Headquarter.

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## **Raya Contact Center, a leading BPO provider in EMEA**

Raya Contact Center (RCC) is a world-class Business Process Outsourcing (BPO) provider, with a well-established leading position in the EMEA region. RCC acquired strong industry expertise and know-how since its inception in 2001 and is well-gearred for growth. It is supported by a highly experienced management team who aspire to lead the company to continued successes and prosperity. RCC is actively managing over 10 state-of-the-art facilities under its management in Egypt, UAE, and Poland; while serving a portfolio of over 103 clients in a wide theater spanning Europe, Middle East, and Africa regions.

RCC is an Egyptian joint stock company listed on the Egyptian Stock Exchange (EGX) under the ticker RACC.CA and holds a diversified roster of sophisticated institutional shareholders from Egypt, GCC, Europe, USA, and the UK.

RCC is offering contact center, professional, back office and inside sales channel management services to global clients, including global Fortune 500 companies in Europe, the Middle East, and Africa in 25 different languages. RCC serves a diversified clientele base of over 103 clients operating in the EMEA region, focusing on high growth industries, namely telecom & media, technology & consumer electronics,

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Our standards rely on providing a distinguished customer experience through quality, process innovation, and exceptional customer satisfaction as well as reduced customer effort. RCC leverages global industry best practice, coupled with local expertise across its delivery locations.

RCC is Egypt's leading and currently largest Business Process Outsourcing (BPO) provider in terms of the number of FTEs (Full Time Equivalent Employees).



# riwers

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Riwers is a software company based in Bern, Switzerland, with a development center in Bratislava, Slovakia. The young company specializes in software development services for digital products and applications. It focusses on development partnerships for individual software development exclusively in distributed teams. Industrial companies, start-ups in the growth phase, software service providers and large corporates are served in lean forms.

Riwers provides value-adding services such as software development, architecture and design, testing or DevOps in the nearshoring center. With its location in Central Europe, Riwers offers the best mix: Best quality specialists, outstanding

universities, political and economic stability, cultural proximity to customer markets and quick accessibility. In addition, Riwers is locally present at the customer's premises to create and implement a tailor-made organizational setup. Further, key tasks such as project management, business analysis, product ownership or ad-interim management are performed to ensure best quality deliveries.

Riwers is a technology-driven company, employing top-notch software engineers. Various tech stacks like JavaScript/HTML5 web applications or powerful backends in Java, .NET or Python to all types of mobile applications or embedded systems are supplied.

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TRESTLE GROUP  
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Trestle Group is an international consulting firm specialized in enhancing business performance. With a primary focus on the financial sector, its services range from identifying cost reduction opportunities to optimizing business processes, strategic outsourcing and management of regulatory and business risk issues.

Trestle Group has a proven track record in execution and implementation of complex projects and a work approach that transfers expert know-how effectively to its clients. At its core are a team of high-level industry experts with successful corporate careers and a global network.

Trestle Group is headquartered in Zurich and Frankfurt and has operations in Dubai, London, New York, Pune and Bangalore.

Specialisation:

- Sourcing Strategy
- Optimizing / Creating Shared Service Centers,
- Transformation,
- Governance / Target Operating Models,
- Risk Management,
- Optimizing Costs,
- Process Re-engineering



Workwide Group  
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Workwide Group operates native and technology-driven relocation job sites and talent communities. Founded in Sweden in 2014 with the goal of enabling young Europeans to experience working abroad, we have since helped thousands of ambitious job seekers to move abroad while developing their careers.

Over 1,500 companies, including some of the world's biggest brands, have used our products and services to attract and recruit multilingual talent to Shared Service Centres, BPOs, EMEA Headquarters and other corporate environments.

Our job site and talent community in Germany, Workwide.de, is the leading online destination for native German talent interested in a career abroad.

Contact us for more information on how to attract German, Nordic, Dutch and French native language talent via Workwide Group's scalable, digital solutions.

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## Recommended international conference in Budapest



**iPAC 2019 - HOA Intelligent Process Automation Conference 2019**

**6 November 2019 - Hotel Corinthia Budapest**

**[www.hoaiconference.hu](http://www.hoaiconference.hu)**

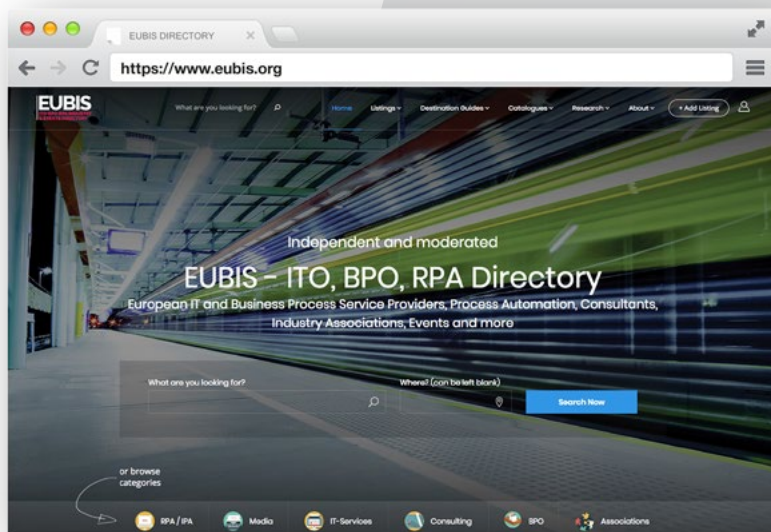
# More company information on suitable and mature IT, BPO and automation service partners:



## Service Provider Catalogue

Independent  
Non-profit  
Free download

[www.outsourcing-verband.org](http://www.outsourcing-verband.org)



## EUBIS Directory

Provided  
by German  
Outsourcing  
Association

[www.eubis.org](http://www.eubis.org)

Browser mockup via: <https://www.graphberry.com/products/download/web-browser-mockup>





**BERLIN,  
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