



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, September 10, 2026

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Hello there

Top stories:

- France Changed One Law: Morocco's Call Centers Lost 10,000 Jobs.
- The Philippines Built Its Industry on the US Market: Now It's Pitching Everyone Else.
- The Research Is In: Monitoring More Doesn't Mean Performing Better.

This week: one regulatory change that shows what **single-market dependency really costs**, a strategic shift from one of the world's largest BPO labor markets, and research that should make every ops leader look twice at their performance dashboards.

Let's get moo-ving! 📣🐮

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Editorial Team

Bullseye: The Essentials 🎯

Insights

Philippines Launches GCC Coalition to Diversify Beyond US Market

IBPAP has launched a multi-partner coalition to position the Philippines as a global capability center hub for technology, finance, analytics, cybersecurity, and enterprise services. The group is targeting multinationals evaluating GCC locations, mid-market companies, and financial services and healthcare organizations across Europe, Japan, the Middle East, and Asia-Pacific. "Companies no longer choose locations based solely on cost. They choose places that can deliver resilience, capability, and depth of talent. That is where the Philippines competes today," said outgoing IBPAP President and CEO Jack Madrid, as the association works toward a revised best-case target of \$50.5 billion in revenue and 2.14 million jobs by 2028.

Governance

→ France Changed Its Rules. Morocco's Call Centers Are Paying the Price.

France's new law requiring prior consent for outbound sales calls to consumers has triggered the first closures in Morocco's call center sector, where about 80% of business is tied to the French market. Union secretary general Ayoub Saoud estimates around 10,000 jobs already lost, with some workers left unpaid when employers closed without settling staff paperwork. Youssef Chraïbi, president of the Moroccan Federation of Service Outsourcing and cofounder of Outsourcia, put directly exposed jobs at 10,000 at most and said Outsourcia redeployed all 150 affected staff and expects a net job gain of 300 this year. Union-perspective reporting.

→ Digital Health Is Scaling Fast. The Policies Covering It Are Not.

Beazley's 2026 survey of 600 digital health executives finds that a single incident in a digital care environment can simultaneously trigger claims across medical professional liability, cyber, technology errors and omissions, and general liability. The most frequent cause of healthcare claims over the past decade is medical negligence followed by improper supervision, not the cyberattacks dominating executive attention. The report also flags significant regulatory fragmentation across Asia-Pacific, with inconsistent national rules on digital health tools creating compliance challenges for GBS

operators delivering cross-border healthcare services. Vendor-produced; methodology disclosed.

Employee Engagement

→ Companies Are Turning Job Applications Into Competitions. Not Everyone Can Afford to Enter.

Competition-based recruitment is growing, with companies including L'Oreal attracting candidates through pitch competitions rather than traditional applications. L'Oreal's Brandstorm drew 380,000 applicants this year, up 58% from 2025. Former recruitment consultant Katrina Collier warns the format creates economic discrimination, as candidates who cannot afford months of unpaid challenge work are effectively excluded. Psychologist Amanda Potter raises a further concern that competition formats favor extroverts, potentially narrowing the range of people hired through them.

→ More Monitoring. Less of the Work Nobody Counts.

University of Queensland researcher Martin Edwards surveyed 283 employees across 23 industries three times, one month apart, and found that intensifying performance monitoring does not make employees focus harder on measured targets. Instead, it pushes them to drop the work nobody is counting, with heavily monitored employees showing up one month later as less engaged and more likely to be planning to leave. The effect is weaker where employees rate their organization's processes as fair.

Media Field Guide

Video

Are Graduates Prepared for the AI Era?

Working It editor Isabel Berwick examines how educational institutions around the world are preparing graduates for the job market, looking at the tools and skills students need to run a successful first-job search. The episode comes as youth unemployment across OECD countries sits well above national averages, with many graduates applying to hundreds of roles before securing work.

Why watch: For hiring teams in BPO and GBS who recruit from the graduate pool every year, this is a useful look at what that pool is actually arriving with.

Podcast

Culture Is 50/50: Why Clients Can't Blame the BPO

CX Files host Mark Hillary speaks with Matt Fry, SVP for Customer Experience and Digital Transformation at eClerx and publisher of The CX Marketplace, on why culture cannot simply be passed from a client to its BPO provider. The conversation covers how culture shows up during the RFP process, the link between client involvement and employee attrition, and what it takes to move a relationship beyond SLAs and penalties toward shared ownership of the customer experience. The episode draws on Fry's Substack article "Culture Cannot Be Outsourced" and puts the accountability question directly to both sides of the table.

Why listen: The case that culture accountability sits with the client and the provider equally, not just the provider, is one the industry rarely puts this plainly.

Book

Poor Charlie's Almanack: The Essential Wit and Wisdom of Charles T. Munger

Poor Charlie's Almanack collects eleven talks from Berkshire Hathaway vice-chairman Charles T. Munger, delivered between 1986 and 2007, introducing his framework of mental models: the latticework of disciplines from business, philosophy, history, and ethics that serious decision-makers need to hold at once. Munger's central argument is that most analytical failures come from reaching for the single lens you know best rather than thinking across multiple frameworks. With a foreword by Warren Buffett, the new edition carries nearly 3,000 reviews at 4.6 stars.

Why read: The mental models framework is most useful when a single factor has started doing all the thinking in the room.

What media would you like to see more of? **Hit reply** and let us know. We'll give you a shoutout if we include it.

[Continue the conversation](#)

Resource Rodeo 🤠

New FEATURED:

[Talent Insights Report Q3 2026 \(Jobtrain\)](#)

Jobtrain's Candidata program surveyed 10,010 UK candidates across 19 sectors and tracked 12,500 vacancies in the first half of 2026. More than one million 16 to 24 year olds are now out of education, employment, or training, the first time that figure has crossed one million since 2013. Written content about a role convinces nearly three times more candidates to apply than video. Includes five years of hiring funnel benchmarks by sector and generational breakdowns across Boomer, Gen X, Gen Y, and Gen Z. Vendor-produced; methodology disclosed.

Also spotted:

- [Workplace Wellbeing Report 2026 \(Founder Reports\)](#)
- [AI Visibility Index Q3 2026 - Armasourcing](#)
- [A Practical Guide to Impact Sourcing](#)
- [2026 UK Contact Centre Outsourcing Report - CCMA](#)
- [State of Customer Experience 2026](#)

Toro's Timetable

September

23 - [Customer Experience Management Summit](#) | Vienna

30 - [Customer Experience Live](#) | Dubai

October

7 - [Customer Contact Week](#) | Nashville, TN

20 - [Customer Experience Live](#) | Madrid

November

18 - [Customer Experience Expo](#) | London

The Tail End

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