



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, March 26, 2026

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Hello there

This week:

- Serco Wins After Passport Service Breakdown
- Margins Tighten Despite CX Growth
- AI Moves into Live Customer Operations

PLUS, 69% of workers are not engaged. [What's driving it?](#)

Let's get moo-ving! 📣🐮

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Editorial Team

Bullseye: The Essentials

Industry News

→ **Serco Wins £74M UK Government Passport Helpline Deal**

Serco has [secured a £74 million deal](#) to run the UK Passport Office's contact center, covering calls, webchat, and email, through February 2028. The

award follows Serco being called in to support delivery after a post-COVID application surge led to major service disruption under the previous provider.

Insights

→ Concentrix Margins Tighten Despite Revenue Growth

Concentrix released its [Q1 2026 results](#), showing continued revenue growth alongside pressure on operating margins. The company pointed to strong demand for longer-term, tech-enabled CX programs that combine AI, analytics, and operations, with a growing pipeline of transformation-led deals.

Location

→ Costa Rica Targets Higher-Value Services

Costa Rica is targeting [both new and existing investors](#), with more than 350 companies already operating in the sector and over 115,000 jobs. Officials are focusing on higher-value functions including finance, cybersecurity, and software development, while simultaneously running reinvestment missions with U.S. firms already operating in-country to deepen and expand what they do there.

Technology

→ PwC Delivers with AI-Scaled Teams

PwC completed a [client system modernisation](#) in three months using six advisers supported by 18 AI agents, compared to around 40 developers previously. The firm says AI is helping accelerate delivery and shift how teams are structured, while maintaining human oversight across projects.

Governance

→ CMS Expands AI Support for Medicare Users

The Centers for Medicare & Medicaid Services (CMS) is expanding its use of AI tools to [help millions of U.S. seniors navigate Medicare services](#), including plan selection and support queries. The move introduces AI-driven

assistance into a high-volume customer environment with significant regulatory and service requirements.

In the Field

Across Heard, we've given you impact sourcing and we've questioned the language we use.

Our **latest edition** takes a different stroll into the pasture: straight to the field to go behind the scenes of **Elevate Africa**, with Eloise Kamineth, Strategist and Ops Leader. Read [here](#)

Media Field Guide

Video

Lean Into Imposter Syndrome, Don't Give In to It - [YouTube](#)

Arthur Brooks explores why high-performing leaders often experience self-doubt, and how it can be used as a signal for growth rather than a weakness. The discussion contrasts this with overconfidence, highlighting how effective leaders use discomfort to identify gaps and improve decision-making.

Why watch: shows how high performers use self-doubt to aid decisions, not avoid them.

Podcast

How One IVR Change Eliminated 2.7 Million Calls - [Apple Podcasts](#)

A CX leader breaks down how a single IVR redesign removed 2.7 million inbound calls annually, alongside cutting resolution times and scaling operations during peak demand. The episode focuses on sequencing people, process, and technology decisions, and where automation works versus where human intervention still matters.

Why listen: a practical look at how small changes in service design can remove demand at scale, not just manage it.

Books

Thinking, Fast and Slow - [Amazon](#)

Daniel Kahneman explores how people make decisions, distinguishing between fast, instinctive thinking and slower, more deliberate reasoning. The book highlights how bias and mental shortcuts influence judgment, particularly in complex or high-pressure situations.

Why read: helps identify where instinct leads decisions off track, and how to think more deliberately under pressure.

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 🤠

Featuring NEW releases:

Deloitte 2026 Global Human Capital Trends

Deloitte's latest global survey of 9,000 business leaders highlights a shift from managing trade-offs to navigating tipping points, as AI, cost pressure, and workforce change converge. The report points to a growing need to redesign work around human and machine collaboration, with organizations that take a human-centric approach to AI more likely to see stronger returns -

[Download](#)

Also spotted:

- WEF Organizational Transformation in the Age of AI (White paper) -

[Download](#)

- Deloitte State of AI in the Enterprise 2026 - [Download](#)
- CallMiner UK CX Landscape Report 2025 - [Download](#)
- Genesis GBS 2026 East & Central Africa GBS Benchmarking & Market Report - [Download](#)

Toro's Timetable

April

12 - [Customer Contact East](#) | Fort Lauderdale, FL

21 - [Customer Service & Experience West 2026](#) | San Diego, CA

May

7 - [Customer Experience Summit](#) | Boston, MA

11 - [CCW UK](#) | London

18 - [Shared Services & Outsourcing Week Europe](#) | Estoril, Portugal

June

8 - [CX Summit EMEA](#) | Amsterdam

The Tail End

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