



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, April 9, 2026

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Hello there

Who is really going to own the next wave of capability?

We're seeing more work pulled into GCCs. Vendors are consolidating. Hybrid models multiplying.

Location isn't the only shift. Ownership is.

This week, we're taking a pulse from the herd. [Add your vote](#) below and help steer the conversation.

This week:

- EU backs Kenya as BPO and digital hub
- CX tech spend rises without workforce reduction
- Korea expands oversight of BPO systems governance

Let's get moo-ving! 📣🐮

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Editorial Team

Bullseye: The Essentials

Industry News

→ EU Backs Kenya as BPO and Digital Services Hub

European Union officials say [Kenya is emerging as a hub for BPO](#) and digital services, supported by investment in digital skills, infrastructure, and policy cooperation. The EU and Kenya have launched a digital dialogue to strengthen collaboration on technology and data. Officials say the partnership aims to support growth in Kenya's digital economy.

Technology

→ Customer Service Tech Spend Rises Without Workforce Decline

Reporter Bryan Wassel writes that customer service organizations are [increasing technology spending while headcount is not declining](#) at the same rate. Gartner data shows many organizations are redeploying agents rather than eliminating roles. The findings indicate that technology investment is not yet reducing workforce size.

→ CX Infrastructure Complexity Increases Operational Risk

B2B tech journalist Sean Nolan reports that [customer experience systems are becoming more complex](#) as organizations adopt multiple platforms and integrations. The article highlights that failures across these systems can directly affect service delivery. Companies are increasing their focus on service management and monitoring to manage this complexity.

Governance

→ Korea Expands Oversight of Call Center Operations

South Korea's Personal Information Protection Commission plans to [inspect call centers following a data misuse case](#) linked to a delivery app.

Regulators will review how personal data is accessed and managed in these operations. The move is part of broader efforts to strengthen oversight of high-risk sectors handling personal data.

Employee Engagement

→ Workforce Skills Have Not Recovered Since 2019

The World Economic Forum reports that [workforce skills declined between 2019 and 2021](#) and have not returned to pre-pandemic levels. The analysis is based on data from more than 350,000 workers. The report highlights ongoing gaps in key skills across the workforce.

→ **Leaders Improve Lives, but Daily Work Experience Still Lags**

Gallup research shows leaders have a significant impact on people's overall lives, but employees continue to report weaker day-to-day experiences at work. The findings highlight a [gap between leadership influence and daily working conditions](#). Organizations face ongoing challenges in translating leadership improvements into a consistent employee experience.

Media Field Guide

Video

Is Human Connection The New Job Security? - [YouTube](#)

Katty Kay speaks with business leader Jane Wurwand on how AI is reshaping the value of human interaction in the workplace, exploring the idea that roles built on personal connection may become more important as automation expands.

Why watch: perspective on how human-centric skills could become a differentiator in an AI-driven economy and what that means for workforce strategy.

Podcast

HBR on Leadership - [Spotify](#)

Rose Hollister and Michael Watkins explore why organizations struggle to stop initiatives that no longer support their strategy. The discussion looks at how initiative overload spreads across teams, leaving employees managing more work than they can execute effectively.

Why listen: practical insight into how leaders can prioritize work, reduce overload, and avoid losing talent as complexity increases.

Books

The Chapter In Between - [Amazon](#)

Irene Thong explores how leaders navigate periods of uncertainty, identity shift, and transition, focusing on the space between roles where clarity is limited and traditional markers of progress no longer apply.

Why read: a reflective take on leadership during uncertainty, with a practical perspective on managing transitions, redefining progress, and sustaining momentum when direction is unclear.

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:

The 2026 UK Contact Centre Decision-Makers' Guide

Report based on 215 organizations and 1,000+ consumer interviews showing AI as the top investment priority for 78% of contact centres, while inbound call costs average £6.17 and response times remain elevated. Customer preference for voice stays strong for complex queries, with empathy rising in importance and chatbot usage in web chat declining - [Download](#)

Also spotted:

- Salesforce Seventh State of Service - [Download](#)
- Deloitte 2026 Global Human Capital Trends - [Download](#)
- WEF Organizational Transformation in the Age of AI (White paper) - [Download](#)
- Deloitte State of AI in the Enterprise 2026 - [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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Thanks for reading. See you next Thursday.

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