



# BPO BULLHORN

**Straight talk. Smart insight. No bull.**

**Thursday, May 21, 2026**

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## Hello there

### This week

- Africa's BPO Sector Grows 2.8% as Ghana Sets 100,000-Job Target
- Southwest Airlines Expands Hyderabad GCC to 1,000 Employees
- Venezuela Reopens to Nearshore Investment After Years of Isolation

**PLUS,** next week, Heard talks to the researcher who has spent 15 years watching the African GBS sector, and isn't panicking about AI.

Let's get moo-ving! 📣🐮

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Editorial Team

## Bullseye: The Essentials

### Industry News

→ [BOSAG Calls for Stronger Government Support to Grow Ghana's BPO Sector](#)

Ghana's outsourcing industry association is calling for stronger government intervention as Africa's business process outsourcing sector grows at 2.8% annually and Ghana sets a target of 100,000 jobs in the industry. The Business Outsourcing Services Association of Ghana (BOSAG) says regulatory inconsistency and infrastructure gaps are constraining the country's ability to compete for a larger share of regional demand. Officials say coordinated investment in digital infrastructure and skills development is essential if Ghana is to secure its position among Africa's leading outsourcing destinations.

→ [Southwest Airlines Expands India Global Capability Center to 1,000 Employees](#)

Southwest Airlines is expanding its India Global Capability Center in Hyderabad to 1,000 employees, with a senior executive describing the operation as "not a back office" but a core part of the airline's technology and operations work. The executive said the center handles functions central to how the airline runs its business. Southwest says it plans to scale the Hyderabad team as the operation continues to grow.

## **Governance**

→ [Venezuela's Nearshore Sector Shows Early Signs of Recovery After Years of Isolation](#)

Venezuela's nearshore outsourcing sector is showing early signs of recovery after years of economic and political isolation, though industry observers say a meaningful revival will require sustained stability and significant investment in digital infrastructure. A small number of operators are cautiously re-entering the market, drawn by the country's large Spanish-speaking workforce and historically strong technical education base. Analysts say the timeline for Venezuela to emerge as a competitive nearshoring destination remains uncertain and dependent on how far and how fast the country's economy continues to open.

## **Technology**

→ [Zendesk Expands Automation Tools in Push Toward Agent-Free Customer Service](#)

Zendesk is expanding its platform with automated service tools designed to resolve customer queries without human agent involvement, citing a partnership with housing platform Furnished Finder as evidence that the model works in practice. The push reflects growing client demand for cost-efficient, always-on resolution, with human agents increasingly focused on complex or escalated interactions rather than routine query handling. Zendesk says the expansion is part of its push toward a service model where automated tools handle routine interactions and human agents focus on cases that need more judgment.

## **Employee Engagement**

### **→ Gartner Finds Most Contact Center Leaders Plan Workforce Redesign Over Layoffs**

Gartner research finds that 85% of contact center leaders say they do not plan to pursue mass layoffs as automation expands through customer service operations, with workforce redesign emerging as the sector's primary response to automation. However, 31% of leaders surveyed said they are considering reducing agent numbers over the next two years. Role transition and skills development are the primary approaches organizations are pursuing as they restructure operations around automated workflows.

### **→ UK Workers Report Lower Job Satisfaction Than Employers Believe, CIPD Finds**

Only 60% of UK workers report being satisfied with their jobs, placing the country behind comparable economies on employee satisfaction according to new CIPD research. The survey exposes a substantial perception gap, with 95% of UK employers believing their workforce is satisfied, against the 60% reality workers themselves report. CIPD says the findings point to a gap between how employers measure satisfaction and how workers actually experience it, with implications for retention and engagement across the sector.

## **Video**

### **Why AI Might Not Replace Your Job After All - [YouTube](#)**

Bloomberg examines the gap between the hype surrounding automation technology and the more incremental reality researchers are observing. Princeton computer scientist Arvind Narayanan argues the technology is genuinely powerful but will reshape work gradually, without overturning the fundamental economics of labor or human decision-making.

**Why watch:** a grounded counterpoint to displacement anxiety, and useful context for leaders navigating workforce planning decisions as automation technology continues to develop.

## **Podcast**

### **Jonas Berggren - What Makes Customers Love A Brand? - [Spotify](#)**

Transcom Chief Client Officer for EMEA Jonas Berggren explores what separates brands that build genuine long-term customer loyalty from those that simply satisfy. Moving beyond the obvious examples, the conversation examines the specific ingredients that create emotional connection between customers and brands, and how that relationship is built and sustained over time.

**Why listen:** A practical conversation about loyalty and customer relationships from a senior operator in the customer experience space, relevant for anyone thinking about what clients and end customers actually value.

## **Book**

### **Whole Human Leadership - [Amazon](#)**

Amber N. Little's 52-week guided journal is written for women leading simultaneously across professional and personal domains, the executive managing strategy and emotional weight at the same time.

**Why read:** A structured companion for women in leadership, navigating the full weight of what the role demands, not a productivity system, but a space for the inner work that sustains long-term performance.

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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.

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## Resource Rodeo 🤠

### **Featuring NEW releases:**

#### **Conversational CX Maturity Report**

96% of organizations automate customer communications. Only a fraction have built the depth that makes it work. Infobip's CX Maturity report, based on 200 CX leaders across six countries, maps exactly where the gap is -

[Download.](#)

#### **Also spotted:**

- The 2026 Delight AI Index - [Download](#)
- The state of AI in CX: From assistive to agentic - [Download](#)
- State of Global Workplace - [Download](#)
- 2026 Global Human Capital Trends - [Download](#)
- 2026 CX Shift Study: Expectations in the AI Era - [Download](#)

## Toro's Timetable

### **June**

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

16 - [CX Asia Week](#) | Amara Sentosa, Singapore

22 - [CCW Las Vegas](#) | Caesars Forum, Las Vegas

### **July**

7 - [CX Live Show UK 2026](#) | Deansgate, Manchester

13 - [Customer Contact Mind Xchange](#) | Orlando, FL

28 - [Contact Center Show Asia](#) | Kuala Lumpur, Malaysia

## The Tail End

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