



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, September 17, 2026

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Hello there

Last week we asked what is really behind the industry's skills gap. Here is how you voted:

- Talent shortage: 20%
- Leadership indecision: 0%
- Slow tech adoption: 40%
- A bit of everything: 40%

The conversation is just getting started.

This week we are asking something different, a question that should land differently for anyone who manages or is managed in this industry. Gallup data shows only 11% of workers in Germany are engaged at work and 14% in Singapore, and puts 70% of that gap down to one person: the direct manager. What is the one thing your best managers do differently? [Join the conversation.](#)

Top stories:

- Uzbekistan Signs 500-Specialist Staffing MOU as Korea-Central Asia Digital Partnership Takes Shape
- Intelogix Opens Egyptian Headquarters After Acquiring Local BPO Firm Athear
- Peso Decline Boosts Philippine BPO Pricing While Creating Long-Term Wage Pressure

Let's get moo-ving! 🐮📢

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Editorial Team

Bullseye: The Essentials 🎯

Industry News

→ [KS JOB INC. Signs MOU for 500 Specialists as Korea-Uzbekistan](#)

Digital Partnership Deepens

IT Park Uzbekistan, which now hosts more than 3,800 resident companies including over 1,000 foreign enterprises, established an Uzbek-Korean IT Business Alliance and opened a representative office in Seoul to deepen commercial ties with Korean technology firms. During the first half of 2026, IT Park companies with Korean capital participation generated \$590,900 in exports employing 125 people, while 25 companies exporting services to Korea employed 285 people and delivered \$716,000 in services. KS JOB INC. signed a memorandum of understanding covering Korean-language training and recruitment of up to 500 specialists for clients in Korea and Japan, while MetaM explored transferring BPO projects to Uzbekistan and establishing a quality assurance office. Contributor perspective; author is CEO of IT Park Uzbekistan.

→ [InteLogix Opens Egyptian Headquarters After Acquiring Local BPO Firm Athear](#)

InteLogix, a U.S.-based outsourcing company headquartered in Park City, Utah, officially opened its Egyptian headquarters in New Cairo following its acquisition of local firm Athear earlier in 2026. The company currently employs around 135 people in Egypt and plans to grow to 1,365 within three years, delivering customer experience management, BPO, and IT services to U.S. and European clients. Egypt's offshoring sector reached \$5.2 billion in

export revenues in 2025, supported by 252 export-oriented companies employing more than 195,000 professionals. Company-announced.

Insights

→ Weaker Peso Lifts Philippine BPO Pricing, The Long-Term Math Is More Complicated

The peso's decline is improving the short-term price competitiveness of Philippine BPO services, as dollar-paying clients receive more value from peso-denominated labor costs. IBPAP president Jack Madrid warns that prolonged depreciation could erode employee purchasing power as transportation and food costs rise, and that blanket wage hikes risk cutting into the sector's long-term cost advantage. The same currency movement that strengthens operator pricing in the near term creates pressure on the real incomes of the workers delivering those services.

Governance

→ Nigeria Opens 50,000 Free BPO Training Places Backed by the African Development Bank

Nigeria's federal government has opened 50,000 free BPO training places for young people aged 15 to 35 across six South-West states through the iDICE Program, co-financed by the African Development Bank, Agence Française de Développement, and the Islamic Development Bank. Training covers customer service, data management, digital operations, and back-office services, with industry-recognized certification on completion and at least 40% of places reserved for women. Targeted outreach is being directed at young people not in employment, education, or training, with applications closing September 30. Government-announced.

→ Uganda Positions BPO and Creative Industries as Its Next Export Engines

Uganda's government is positioning business process outsourcing, technology, and the creative industries as new export engines, targeting markets in Europe, Asia, and the Middle East. The country's Fourth National Development Plan identifies digital transformation and human capital development as twin priorities, with the BPO sector cited as a source of

skilled employment and foreign exchange earnings. The initiative forms part of Uganda's broader strategy to develop into a competitive regional hub for technology services and digital workers.

Customer Experience

→ 87% of Executives Agree on the Customer Experience Fix, Only 5% Have Done It

A KPMG survey of 300 marketing, sales, and service executives found that 87% say integrating customer-facing functions is the key to a better customer experience, but only 5% say they have fully done it. Companies growing revenue at 10% or better were three times as likely to be fully integrated as their peers, with legacy systems and disconnected data cited as the top barriers. Executives named technology as both the leading enabler of integration and its biggest blocker, a tension that emerged after years of adding new tools department by department without connecting the underlying systems. Contributor piece; KPMG research.

Media Field Guide

Video

The Bond Meltdown and the Next Global Financial Crisis

Michael Janda speaks with Satyajit Das, named by Bloomberg as one of the world's fifty most influential financial thinkers and one of the few analysts to publicly warn about the debt structures behind the 2008 Global Financial Crisis. Das points to two potential triggers for a coming financial dislocation: rising interest rates and the risk that large-scale technology investments fail to deliver the returns currently priced into them.

Why watch: For BPO and GBS leaders making long-term decisions about where operations go and what investments make sense, understanding where the next capital shock might come from is not optional.

Podcast

The Executive's Guide to Shaping Your Brand and Reputation

Gartner Vice President Analyst Rob O'Donohue explains why strong operational execution alone no longer builds executive influence, and introduces a practical framework for leaders who want to intentionally shape how they are perceived and trusted across an organization. The conversation covers the difference between brand and reputation, the three signals that indicate a leadership reset is needed, and what it takes to turn a desired brand into a lasting perception.

Why listen: For operations leaders who deliver results but feel their influence in the room does not reflect what they have built; this is the clearest map of what the gap actually is.

Book

Antifragile: Things That Gain from Disorder

Nassim Nicholas Taleb, in his landmark Incerto series, argues that most systems are designed to be resilient, able to absorb a shock and return to normal, but that the antifragile goes further and actually gets better under stress, volatility, and disorder. Drawing on examples from finance, medicine, urban planning, and politics, he makes the case that what we call efficient is often not efficient at all, and that over-optimized systems carry hidden fragility precisely because they were built to avoid disruption rather than gain from it.

Why read: The argument has not aged. This week's stories, from the Philippines adjusting its competitive position as the peso falls to Uzbekistan's emerging delivery corridor and the macro financial risks flagged in this week's video pick, are case studies in exactly what Taleb describes.

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 🤠

FEATURED reports:

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

10 - [BPESA BPO Conference](#) | Cape Town

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

The Tail End 🐮

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