



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, December 4, 2025

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Hello there

We've entered the final month of 2025. Over the coming weeks, we'll be reflecting on the **biggest stories** that shaped our industry this year.

Please mark your calendar: On December 9, we're launching a **new poll** on our LinkedIn page. Your voice matters, so keep your eyes peeled and weigh in.

This week:

- 94% of leaders call outsourcing essential to transformation
- TTEC plans 3,500-employee expansion in Egypt
- South Africa targets 500,000 GBS jobs by 2030

Let's get moo-ving! 📣🐮

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Bullseye: The Essentials 

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→ **94% of leaders now call outsourcing essential, not optional**

Outsourcing has shifted from a cost-cutting tactic to a strategic necessity, according to new research from Everest Group, sponsored by Emapta. The study of 125 C-suite executives found 94 percent view outsourcing as core to workforce transformation, with 67 percent citing AI readiness as a key factor in partner selection. 80 percent plan to maintain or expand outsourcing over the next 12 to 18 months as they seek specialized talent and digital transformation support.

→ **TTEC expands Egypt operations to meet growing CX demand**

TTEC signed a memorandum of understanding with Egypt's Information Technology Industry Development Agency (ITIDA) to **expand its Cairo** operations from 500 to 3,500 employees by 2029. The company's Maadi Technology Park site currently delivers services in 11 languages. TTEC says Egypt's multilingual talent and government support position the country as a strategic hub as global demand for CX and back-office services accelerates.

→ **South Africa targets 500,000 GBS jobs with new skills strategy**

South Africa's industry body BPESA **released a five-year workforce development plan** at its national conference in Durban, targeting 500,000 new positions by 2030. The strategy focuses on AI-readiness training, modular curriculum reform, and inclusive hiring pathways for youth and underemployed groups. BPESA will coordinate implementation through a Project Management Office working with government, training providers, and BPO operators. Industry leaders cited the need for employer-aligned credentials and streamlined funding to address skills gaps as South Africa competes for offshoring investment.

Technology

→ **Zendesk and AWS deepen partnership for AI-powered contact centers**

Zendesk and Amazon Web Services (AWS) announced a Strategic Collaboration Agreement to **integrate Amazon Connect voice capabilities with Zendesk Contact Center**. The partnership unifies voice, digital channels, and AI automation on a single platform to address fragmented legacy

systems. Zendesk was named AWS Customer Experience Partner of the Year (Technology) – Global. TELUS Digital, an early adopter, reported a five percentage point gain in first contact resolution and a 50 percent reduction in after-contact work time.

Insights

→ CEE service centers navigate cost pressure and cautious AI adoption

Central and Eastern European **BPO and shared service centers face tightening budgets** and selective technology investment heading into 2026, according to data presented at the Pro Progressio conference in Łódź. Despite high expectations, only 4 percent of AI deployments currently succeed, researchers told the 120+ industry leaders in attendance. Clients want efficiency but remain wary of AI risks, pushing providers to automate routine tasks while shifting teams toward analysis and complex problem-solving. Growth is expected, but with emphasis on capability over headcount.

Employee Experience

→ Workplace surveillance linked to stress and injury risk, GAO warns

Digital workplace monitoring may harm employee mental health and increase injury rates as workers rush to meet productivity metrics, according to a new U.S. Government Accountability Office report. Surveillance tools now track 68 percent of U.S. workers, yet constant monitoring often triggers anxiety and pushes employees to work at unsafe speeds. The findings arrive as contact centers and BPO operations increasingly rely on monitoring to drive performance management.

→ AI adoption silencing office conversations, study warns

AI adoption is reducing collaboration and human connection at work, the Adaptavist Group reports. Thirty-two percent of employees say they speak less to colleagues since AI tools arrived, while 26 percent prefer asking an AI chatbot casual questions over consulting a coworker. Twenty-nine percent worry their skills are declining due to AI reliance. The findings signal risk for team-based operations that depend on knowledge sharing, especially as 48

percent now turn to AI for policy and HR questions previously handled through human conversation.

Media Field Guide

Video

Work Is Broken, Gen Z Can Help Fix It — [YouTube](#)

Amanda Schneider uses fresh workforce data to challenge common myths about Gen Z and explain why their expectations around flexibility, transparency, and frequent change reflect a broader shift in how people want to work. She argues that adapting to these preferences can help organizations build healthier, more effective workplaces for everyone.

Why watch: a clear, research-based look at how Gen Z's attitudes can improve work culture and inform better leadership decisions.

Podcast

HBR On Leadership: Bring More Discipline to Your Decision-Making — [Spotify](#)

Corey Phelps explains why even experienced leaders often misdiagnose problems and rush into solutions. He breaks down the common traps that derail decision-making and shares a research-backed framework for solving complex issues with more clarity and structure.

Why listen: a practical reminder for leaders who want to improve problem-solving discipline and make smarter, more grounded decisions under pressure.

Books

The 5-Year-Old CEO: The Power of Childlike Curiosity in Leadership — [Amazon](#)

Hunter McMahon uses the story of a five-year-old navigating kindergarten to show how curiosity, empathy, and imagination can strengthen leadership in an AI-heavy world. The book shares seven practical principles that help

leaders ask better questions, challenge assumptions, work collaboratively, and guide teams through change with more humanity.

Why read: a simple, relatable guide for leaders who want to build more resilient, creative, and engaged teams in a fast-changing workplace.

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:

AI in UK Contact Centre Verticals: Insurance (ContactBabel)

The report highlights four pressure points for UK insurance contact centres: longer call times, low uptake of digital and self-service channels, rising churn among younger customers, and tougher competition. It shows how AI is being adopted to cut handling time, improve routing and authentication, and strengthen digital support across claims and service operations -

[Download](#)

Also spotted:

- What's Next for India's GCCs? (EY India) - [Download](#)
- 2026 Global Outlook Report (J.P. Morgan Asset Management) - [Download](#)
- 2026 State of the Customer Experience - [Download](#)

Toro's Timetable

December

9 – [CX World Forum](#) | Riyadh, Saudi Arabia

January

21 – [Customer Contact Week Orlando](#) | Orlando, FL

February

10 – [Medallia Experience '26](#) – Las Vegas, NV

23 – [Customer Contact Week Berlin](#) | Berlin

The Tail End

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