



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, December 18, 2025

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Hello there

Welcome to **Jingle Bulls**.

Before the out of office replies take over, we wanted to give you **one sharp wrap of the year**. BPO Bullhorn has followed the budget swings, policy pressure, AI recalibration and borderless plays across BPO, CX and GBS. You clicked, shared and debated your way through the **stories that cut through**.

This edition pulls it all together. Your most charged stories, two Heard deep dives, two Bullhorn 10s that caught operators' attention, plus a quick look at what should **stay on your radar** as 2026 kicks off.

If you read one BPO Bullhorn all **holiday season**, make it this one.

Let's get moo-ving! 📣🐮

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Editorial Team

Bullseye: The Essentials 

Your top clicks in 2025

Your link activity this year told a clear story: you're tracking **every signal** that hints at what's next.

→ **The Geographic Scatter:** Nearshore growth dominated. Our [LinkedIn poll](#) on what's driving it pulled the highest engagement of the year. You followed expansion from Ghana to India, Egypt to the Philippines, watching capital and headcount move into emerging hubs. Borderless isn't a buzzword anymore. **Read:** [TP expands in Ghana](#) | [Alorica triples in India](#) | [Concentrix opens Bacolod site](#) | [Egypt invests LE 13B in ICT](#)

→ **The AI Reckoning:** You clicked hardest on AI's sharp edges. Microsoft is cutting hundreds of call center jobs, new U.S. legislation is protecting workers from displacement, and Airbnb is deploying AI agents to half its customer base. These were operator decisions with workforce consequences. **Read:** [Microsoft cuts jobs as AI replaces staff](#) | [Keep Call Centers in America Act](#) | [Airbnb's AI agent](#) | [Thoma Bravo's AI-driven CX merger](#)

→ **The M&A Wave:** Consolidation kept you watching. iQor is acquiring JumpCrew, Thoma Bravo took a play at Verint and CCI expanded into Europe. Each move signaled market recalibration. **Read:** [Thoma Bravo acquires Verint](#) | [iQor acquires JumpCrew](#) | [CCI acquires AviaContact](#)

→ **The Pressure Points:** You didn't look away from the difficult stories, with Concentrix shares plummeting 16%, Teleperformance losing its CAC 40 spot, DOLE flagging BPO companies in Cebu and workers mobilizing against company practices. **Read:** [Concentrix Q3 miss](#) | [Teleperformance drops from CAC 40](#) | [TP worker mobilization](#) | [Samsung data leak](#)

→ **The Evolution Signal:** Stories about industry transformation captured sustained interest, with the shift from BPO to KPO, the rise of micro centers, and AI flipping org charts. You're mapping what comes next. **Read:** [End of BPO, rise of KPO in Philippines](#) | [Micro centers redefine offshore ops](#) | [AI turns org charts upside down](#)

Heard: Loud and Clear 

Heard landed this year with a simple idea at its core: **hand the mic to the people shaping the industry** and get **under the skin** of the questions that sit beneath the headlines. These first two editions did exactly that, and they revealed a few signals worth carrying into 2026.

On Hold: Can New Legislation Really Reshape America's Call Centers

Aishwarya Barjatya, Everest Group, unpacks how proposed U.S. rules could influence labour models, service delivery and the future footprint of customer contact.

Why it mattered: It put regulatory risk back on the delivery agenda, not as a compliance issue but as a competitiveness one - [Read now](#)

From Revenue to Impact Sourcing: Turning Workforce Risk into ROI

Ninoshka Linde, Latam Thrives, lays out how impact sourcing can shift from mission story to performance strategy.

Why it mattered: It reframed inclusive hiring as a resilience lever at a time when talent volatility defined the year - [Read now](#)

The Bullhorn 10: Our quarterly roundup

Bullhorn 10 launched this year as our **quarterly pulse check**. Across both editions, one thread ran consistently: **operators are rebalancing**. Delivery models, automation strategy and footprint choices are all back under review.

Bullhorn 10: March to June 2025

Borderless BPO picked up pace, AI strategies recalibrated and people strategy pushed back into the centre.

What it signalled: The hype cooled, and real operating pressure returned - [Access here](#)

Bullhorn 10: July to October 2025

The realignment era came into focus, with automation maturity tested and borderless expansion moving from narrative to reality.

What it signalled: The industry is shifting from experimentation to execution – [Access here](#)

Toro's Timetable

January

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

February

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

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

March

4 – [CX Alliance Workshop](#) | London

18 – [CCW Digital](#) | Sydney, AU

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The Tail End

New here? We publish on Thursdays.

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Thanks for supporting the moo-vement this year!

Enjoy the break and we will see you in the new year 🇬🇧 🐮

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