



BPO BULLHORN

Straight talk. Smart insight. No bull.

Thursday, February 05, 2026

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Hello there

Before we dive in, we pause to honor the memory of **Franco Cotumaccio**, founder of Shadow Global.

Franco was a rare leader whose vision, humanity, and values shaped not only an organization, but communities and countless lives. Shadow Global stands as the culmination of a life lived in service to others, and his legacy continues through the people, principles, and impact he leaves behind. We remain deeply grateful for the path he set and the heart with which he led.

As the industry continues to shift, we're also taking a quick pulse on how **global delivery models are evolving**. If you haven't yet, join the conversation in our [latest LinkedIn poll](#) and share what now feels like standard practice, from multi-site delivery to exit-ready contracts. Your view helps shape where this discussion goes next.

This week:

- EY Plants Third Polish GDS Center in Katowice
- Morocco Pivots from Call Centers to \$4B Digital Offshoring Play
- NAB Ships Digital Messaging Team to India in Big Four Banking Trend

Let's get moo-ving! 🐮📢

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BPO Bullhorn

Editorial Team

Bullseye: The Essentials

Industry News

→ EY Opens Third Polish GDS Center in Katowice

EY Global Delivery Services opened a new center in Katowice with over 150 employees handling IT, analytics, and business processes. It's EY's third Polish location in 15 years, joining Warsaw and Wrocław for a total of 3,000 employees. The firm cited Poland's tech talent, universities, and multilingual workforce as key factors.

→ Morocco Signs Three Deals to Strengthen Digital Offshoring

Morocco's Ministry of Digital Transition signed three agreements to boost a sector that employed 148,500 people and generated \$2.8 billion in revenue by the end of 2024. Call centers are losing ground to IT services and engineering as the country targets 270,000 jobs and nearly \$4 billion in exports by 2030. The deals support Tech Valley's infrastructure and training programs as emerging African hubs reshape the global landscape.

→ NAB Plans to Offshore 110 Digital Messaging Roles to India

Australia's big four bank is moving its entire digital messaging team offshore while offering affected local staff voice roles. The shift enables 05:00 to 23:00 customer support, seven days a week. National Australia Bank already has 11% of its workforce (about 4,800 people) in Asia, part of a broader trend across Australian banking over the past year.

→ Kenya's BPO Sector Forms Alliance to Push for 100,000 Jobs

Four major BPO operators, including Teleperformance Kenya, **launched The Outsourcing Alliance of Kenya, aiming to create 100,000 jobs** and attract 20+ member companies by Q2 2026. The alliance is pushing specific policy

reforms, including extending Special Economic Zone benefits to any BPO creating 300+ jobs, regardless of location, and standardized transfer pricing rates to eliminate tax uncertainty. Plans include an East Africa GBS Summit to attract global operators, an AI Skills Observatory, and participation in shaping the National BPO Policy.

Insights

→ PwC Global M&A Industry Trends: 2025 Mid-Year Outlook

Service sectors like IT and business services are commanding higher M&A valuations than manufacturing thanks to asset-light models and steady cash flows, according to PwC's Brian Levy. Cross-border deal activity is shifting, with American-based buyers keeping 91% of investment domestic, while Asia Pacific buyers doubled their investment into the U.S. The report tracks how tariff uncertainty and AI infrastructure spending are reshaping capital allocation decisions, affecting BPO consolidation and delivery location strategies.

→ Why Being Europe's Largest Data Economy Isn't Enough

Britain holds the title of Europe's largest data economy, but Reinvantage's Andrew Wrobel argues that **poorly structured data negates the advantage**. The National Data Library aims to make public data usable across departments and future technologies, treating data as infrastructure rather than exhaust. Wrobel says primary data structured for reuse determines whether organizations can respond to questions they haven't learned to ask yet, affecting efficiency, decision-making capabilities, and future readiness.

Technology

→ LeadDesk Acquires Fluentic to Expand Multilingual Customer Service Capabilities

Finnish contact center platform **LeadDesk paid \$330,000 for AI translation solution Fluentic**, which serves customers including Finnair, Yamaha, and Volvo Cars. Fluentic generated about \$550,000 in revenue last year with just two employees. CEO Olli Nokso-Koivisto says the deal supports LeadDesk's

strategy in Europe's consolidating contact center software market and helps customers deliver service across languages.

Media Field Guide

Video

Future of Education: How to Get Ahead before AI Changes Everything - [YouTube](#)

Marina Mogilko, creator of Silicon Valley Girl, looks at how education and early careers are changing as degrees lose signalling power and traditional entry roles weaken. She argues that adaptability, learning speed, and practical application now matter more than formal credentials, especially for those moving from education into work.

Why watch: a timely, practical view of how learning and career paths are evolving, with clear takeaways for staying relevant as old routes into work shift.

Podcast

The Intuitive Customer - [Spotify](#)

Colin Shaw challenges assumptions about how people use AI, introducing a behavioral framework shaped by trust, confidence, and risk rather than technical maturity. He outlines common usage patterns and explains why knowing where customers sit on this curve is critical for Customer Experience strategy.

Why listen: a sharp, reality-based perspective that helps leaders move beyond theory and understand how customer behavior is actually changing.

Books

The Readiness Illusion - [Amazon](#)

In this business fiction, Sitaram Tadepalli follows a leader tasked with delivering a high-profile AI initiative before the organization is truly ready. Through meetings, dashboards, and mounting pressure, the story shows how

momentum, optimism, and unclear definitions of readiness quietly undermine trust and decision-making.

Why read: a realistic, cautionary story about leadership under uncertainty and the discipline required to slow down when everyone else wants speed.

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:

EY Union Budget 2026–27 Highlights (India)

EY's comprehensive breakdown of India's Union Budget 2026–27 details the game-changing 15.5% unified safe harbor rate for IT services, the threshold increase from \$33 million to \$220 million, and tax holidays for data center operations through 2047 - [Download](#)

Also spotted:

- Industry Report: State of AI in the Enterprise - [Download](#)
- The Capability Mindset: Turning Business Transformation into a Repeatable Discipline - [Download](#)
- State of Contact Centres 2026 (Puzzle) - [Download](#)

Toro's Timetable

February

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

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

March

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

10 - [Enterprise Connect](#) | Las Vegas, NV

18 - [CCW Digital](#) | Sydney, AU

The Tail End

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Thanks for reading. See you next Thursday.

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