



# BPO BULLHORN

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

**Thursday, March 12, 2026**

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## Hello there

From cost pressure testing resilience to where the industry is feeling the squeeze in 2026, we've been keeping an eye on what's stirring the herd. A quick shoutout to the **phenomenal female leaders** in our community as we marked **International Women's Day** this month. Your voices and leadership continue to shape the future of BPO and CX.

Now we'd love your take. **Money, money, money...** topped the list when we asked what tested resilience in 2025, and it is showing up again as rising delivery costs and economic uncertainty shape early 2026 decisions.

→ **Where is cost pressure showing up most clearly in real decisions right now?** Join the conversation [here](#).

**Next week:** Bullhorn 10 releases. Catch our recap of the top industry trends shaping the past quarter.

### **This week:**

- Philippine BPO Workers Call for WFH as Oil Prices Rise
- Generative AI Is Flooding Organizations With Synthetic Expertise
- Anthropic Study Ranks Customer Service Among Most Exposed Jobs

Let's get moo-ving! 🐮📣

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## **Bullseye: The Essentials**

### **Industry News**

#### **→ Rising Oil Prices Push Philippine BPO Workers to Demand WFH**

The BPO Industry Employees Network (BIEN Pilipinas) urges the Philippine government and IT-BPM companies to **expand work-from-home arrangements amid rising oil prices**, which are increasing commuting costs for workers. BIEN Pilipinas said higher fuel prices linked to Middle East tensions are driving increases in transport fares, food prices, and electricity costs, putting pressure on employees with fixed wages. The Federation of Free Workers supported flexible work arrangements provided schedules remain worker-centered and do not reduce pay or impose unpaid overtime.

### **Insights**

#### **→ Voigt Calls for New Model in Customer Service Outsourcing**

Jens R. Voigt says traditional outsourcing models built around labor metrics such as full-time equivalents, handle time, and ticket volumes **no longer align** with how companies compete on customer experience and loyalty. In a March 2026 analysis, Voigt introduces the Value Operating Model, which links customer service operations to business outcomes, including Customer Lifetime Value and Relationship Quality. The framework shifts outsourcing governance from monitoring operational activity to measuring long-term customer value.

#### **→ AI Is Blurring the Line Between Expertise and Authority**

John Winsor writes that generative **AI is making it easier to produce authoritative-sounding content** without real expertise. Winsor says this is widening the gap between people who discuss the future of work and those who actually implement change inside organizations. He argues that

meaningful progress typically comes from practitioners who test ideas in real operating environments and share results from direct experience.

## **Technology**

### → **Anthropic Report Flags Customer Service Automation**

Anthropic's 2026 report, Labor Market Impacts of AI: A New Measure and Early Evidence, finds that customer service representatives are the second-most-exposed occupation to task automation, with **70.1% exposure**. The analysis uses real-world usage data from Anthropic's Claude platform and ranks computer programmers as the most exposed role. Researchers also found early signs that hiring into highly exposed roles, including customer service, may be slowing for younger workers entering the workforce.

## **Leadership**

### → **HBR Research Identifies Leadership Behaviors in Times of Pressure**

Deepa Purushothaman and Colleen Ammerman write that **leaders navigating** economic, political, and technological pressure rely on several consistent practices. Their research identifies four patterns: communicating clearly about what leaders know and do not know, making trade-offs based on organizational values, maintaining trust during periods of strain, and sharing responsibility to reduce burnout. The authors say clarity about decisions and expectations helps sustain trust during uncertainty.

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## **Media Field Guide**

### **Video**

#### **Microsoft AI Chief Warns of Rising "AI Psychosis", BBC News - [YouTube](#)**

Venture capitalist Vinod Khosla, founder of Khosla Ventures and early investor in OpenAI, DoorDash, Instacart, and Square, discusses his view that artificial intelligence could eventually perform up to 80% of human labor. Speaking with Fortune Editor-in-Chief Alyson Shontell, he outlines how AI may reshape work, what policymakers should address for a more equitable

economy, and how the United States can remain competitive in the global AI race.

**Why watch:** a warning from a leading AI executive about the psychological risks of human interaction with AI systems and how perceptions of AI intelligence may influence behavior.

### **Podcast**

#### **Doing CX Right - [Spotify](#)**

Host Stacy Sherman brings together 30 women leaders from industries including finance, technology, and customer experience to share lessons that shaped their careers. The episode features insights on leadership, confidence, giving clear feedback, and balancing employee and customer priorities from executives, authors, and Fortune 500 leaders.

**Why listen:** practical leadership advice from experienced women leaders on navigating challenges, building confidence, and leading with clarity and authenticity.

### **Books**

#### **The Coaching Habit - [Amazon](#)**

Michael Bungay Stanier outlines practical coaching techniques to help managers develop stronger teams by asking better questions instead of giving quick answers. Drawing on experience training more than 10,000 managers worldwide, the book introduces seven core coaching questions designed to improve conversations, decision-making, and leadership effectiveness.

**Why read:** a practical guide for leaders who want to build coaching habits that encourage problem-solving, accountability, and stronger team 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.

**Continue the conversation**

## Resource Rodeo 🤠

### **Featuring NEW releases:**

#### **Deloitte State of AI in the Enterprise 2026**

Global survey of 3,200+ business and IT leaders across 24 countries examining how organizations are deploying and scaling AI across business operations. The report highlights rising investment and workforce adoption while identifying gaps in governance, infrastructure, and talent needed to scale AI initiatives - [Download](#)

### **Also spotted:**

- CallMiner UK CX Landscape Report 2025 - [Download](#)
- Genesis GBS 2026 East & Central Africa GBS Benchmarking & Market Report - [Download](#)
- KPMG 2026 Global Third-Party Risk Management Survey - [Download](#)
- Peopleware's State of WFM Report 2026 - [Download](#)

## Toro's Timetable

### **March**

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

25 - [4th BPO Confex & Awards 2026](#) | Bengaluru, India

### **April**

12 - [Customer Contact East](#) | Fort Lauderdale, FL

21 - [Customer Service & Experience West 2026](#) | San Diego, CA

### **May**

7 - [Customer Experience Summit](#) | Boston, MA

## The Tail End

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Thanks for reading. See you next Thursday.

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