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# THE 2016 GLOBAL OUTSOURCING



# 100

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now schedule trips without an agent.

“At one point, Jamaica was the center for keypunching airline tickets and checks,” Dalal says, referring to the nation’s past importance to the travel industry. “That’s completely gone. There’s nobody out there keypunching checks anymore. So the activities that we used to outsource, looking for cheaper labor, are eliminated.”

Outsourcing, however, is by no means diminished, even though some forms have gone the way of the dodo bird. The practice has instead evolved, with technology as an accelerating force, into one that lets companies automate strategically and enlist outside talent to improve on what used to be in-house roles.

#### Clients Are Now Going Outside the Organization

Consider how clients work with Miratech, a Stockholm-based managed IT service provider with 800 employees. Companies such as Genesys, IBM, Lindorff and Philips have tapped into Miratech’s software engineering talent in Eastern Europe, but not purely as a cost-saving strategy. They come to access some of the world’s top skill sets among those who build and maintain SaaS solutions in a range of industries.

In the process, clients depend on Miratech to play a kind of role that was always left to in-house players up until recently. Miratech receives multiyear contracts that include diagnosing what’s not working in clients’ systems and developing solutions. Then Miratech carries out strategic initiatives across technically complex terrain. It’s all part of the new outsourcing, where partners come on board and trade yesteryear’s functional roles for today’s strategic, high-value ones.

“It’s not like 20 years ago, where the one who had access to cheap resources was the champion,” says Miratech CEO Valeriy Kutsyy. “As markets mature, customers become, generally speaking, more picky. They are really

looking for niche competence, process competence, and technology competence. Their requirements are more sophisticated now.”

Indeed the very nature of outsourcing is changing as companies recognize they need more than a partner who puts employees to work executing one process or another. They need one who can analyze what’s possible, assess what’s needed, and design new structures and systems that make the most of new technologies.

#### Tales of Automation and Technology

To that end, automation was a prominent theme at The Outsourcing World Summit®, IAOP’s 2016 annual conference in February. But don’t expect gadgets from the Jetsons to be displacing scores of workers. Today’s automation is largely about “taking the robot out of the human,” according to Leslie Willcocks and Mary Lacity, both business school professors and co-authors of the 2016 book *Service Automation: Robots and the Future of Work*.

Robot Process Automation (RPA), as interpreted by Lacity and Willcocks, refers to the science of using robots to enhance overall productivity. It involves deploying robots for repetitive, low-level tasks and letting humans focus on what humans do well, including customer interaction and judgment-based jobs. Its use could be prolific in coming years. In last year’s IAOP survey, companies who use outsource providers said 50 to 75 of their processes were candidates for automation.

Technology is transforming what outsourcing means for property management, too. Just ask ISS, a Copenhagen-based global facilities service provider with \$12.2 billion in revenues and 500,000 employees in more than 70 countries. With services ranging from facility management to security and catering, ISS uses smart systems to remove guesswork. Climate data ensure heat is never wasted; sensors signal whether an office or restroom

(Continued on page S10)



# HOW NIGHTINGALE ENTIRELY OUTSOURCED TECH

RATHER THAN BUILDING THE NEXT-GEN, CLOUD-BASED INFRASTRUCTURE THEMSELVES, THIS HEALTH CARE SOFTWARE COMPANY ENTRUSTED MIRATECH WITH THE DAUNTING TASK.

EARLY IN 2015, health care software provider Nightingale faced serious challenges. Delays plagued launch plans for a next-generation, cloud-based system. The company’s three-year, \$15 million investment was behind schedule and had yet to bear long-awaited fruit.

Toronto-based Nightingale considered proposals from six firms as it searched for a partner to help troubleshoot the logjams. One stood out: Miratech identified both a root problem and a pioneering, long-term solution.

Miratech, a managed IT services provider for a range of corporate clients, diagnosed serious problems on Nightingale’s technology team—and took over all engineering, maintenance, and support functions. What made it

unique was Nightingale took the unprecedented step of handing off its complex, strategically crucial core R&D operations, all in an effort to improve performance and long-term success.

“This is really a unique case,” says Miratech CEO Valeriy Kutsyy. “There are not many companies that can make such a dramatic, revolutionary, and risky decision to terminate your engineering management and operations. It’s not a usual exercise for a software engineering company.”

But it made sense; Nightingale had struggled to find and retain essential talent in the Toronto area.

“We came to the conclusion that what we’re really good at is product design—that’s our secret sauce,” says Nightingale president and CEO Sam Chebib. “But the engineering itself, the construction of the product, is its own animal. Rather than try to build the infrastructure, we decided we should look at working with a high-end software engineering house.”

One year after Miratech took over the project, Nightingale’s unconventional move is paying off. Miratech now has 50 engineers engaged in its

Managed Competence Center™, scheduled to launch the product in July 2016. A long-term contract will keep them engaged for support.

“Nightingale’s management is impressed with a very disciplined engineering process at Miratech and the level of engagement of its team, which operates as a part of our internal R&D organization,” Chebib says. “Miratech’s processes have brought predictability into the product development schedule, while materially improving the software quality and performance. Jointly we have created the Nightingale V10 platform, which, we are confident, will be a market-disruptive platform and the new standard in the electronic medical record industry.”

The Nightingale deal could be a harbinger of where outsourcing is heading. Looking ahead, Kutsyy expects that within three to five years, at least 50 percent of Miratech’s revenue will have this complexity and integral strategic significance to the client.

“It’s a new trend to outsource both high-complexity and high-strategic importance process,” Kutsyy says. “We will continue to push it forward.” ●

▼ Left: Nightingale President and CEO Sam Chebib; Right: Miratech CEO Valeriy Kutsyy



miratech



# IAOP GLOBAL OUTSOURCING 100

Company	Web Address	2016 Group	Size & Growth	Customer References	Awards & Certifications	Programs for Innovations	Programs for CSR
<b>ACCELYA</b>	w3.accelya.com	Leader		★	★	★	
<b>ACCENTURE</b>	accenture.com	Leader	★	★	★	★	★
<b>AEGIS LIMITED</b>	aegisglobal.com	Leader			★		★
<b>AGS HEALTH PRIVATE LTD</b>	agshealth.com	Rising Star		★			
<b>AJUBA INTERNATIONAL</b>	ajubanet.net	Rising Star		★	★		
<b>ALORICA</b>	alorica.com	Leader		★			
<b>ALTISOURCE</b>	altisource.com	Leader	★	★			
<b>AON HEWITT</b>	aonhewitt.com	Leader		★		★	★
<b>AURIGA</b>	auriga.com	Rising Star		★		★	★
<b>BELL INTEGRATOR</b>	bellintegrator.com	Leader		★	★		
<b>CANON BUSINESS PROCESS SERVICES</b>	cbps.canon.com	Leader		★	★	★	★
<b>CBRE</b>	cbre.com	Leader	★	★	★	★	★
<b>CGI</b>	cgi.com	Leader		★	★	★	★
<b>CGS</b>	cgsinc.com/en	Leader		★	★		
<b>CHINASOFT INTERNATIONAL</b>	chinasofti.com	Leader		★	★		
<b>CieNET TECHNOLOGIES</b>	cienet.com	Leader		★	★		
<b>CIKLUM</b>	ciklum.com	Leader		★		★	★
<b>COLLIERS INTERNATIONAL</b>	colliers.com	Leader	★	★	★	★	
<b>CONCENTRIX</b>	concentrix.com	Leader	★	★	★	★	★
<b>CUSHMAN &amp; WAKEFIELD</b>	cushmanwakefield.com	Leader	★	★	★		
<b>DATAMATICS GLOBAL SERVICES LIMITED</b>	datamatics.com	Leader		★	★		
<b>DATROSE</b>	datrose.com	Rising Star		★		★	★
<b>DDD</b>	digitaldividedata.com	Rising Star		★			★
<b>DHC</b>	dhc.com.cn	Leader		★			
<b>DONLEN</b>	donlen.com	Leader		★		★	
<b>ELEKS</b>	eleks.com	Rising Star		★	★	★	
<b>ELEVATE</b>	elevateservices.com	Rising Star		★			
<b>ELLUCIAN</b>	ellucian.com	Leader		★			
<b>EMERIO GLOBESOFT</b>	emeriocorp.com	Leader		★	★		
<b>ENDAVA</b>	endava.com	Leader			★	★	
<b>EPAM SYSTEMS</b>	epam.com	Leader	★	★		★	★
<b>EXL</b>	exlservice.com	Leader		★	★	★	★
<b>FIRSTSOURCE</b>	firstsource.com	Leader		★	★	★	
<b>FISCHER</b>	fischercompany.com	Leader		★		★	
<b>FPT SOFTWARE</b>	fpt-software.com	Leader		★	★		★
<b>GEBBS HEALTHCARE SOLUTIONS</b>	gebbs.com	Leader		★		★	
<b>GRUPO ASSA</b>	grupoassa.com	Leader		★		★	★
<b>GRUPO PROMINENTE</b>	grupoprominente.com	Rising Star		★	★	★	
<b>HARBINGER SYSTEMS</b>	harbinger-systems.com	Rising Star		★		★	
<b>HCL TECHNOLOGIES LIMITED</b>	hcltech.com	Leader	★			★	★
<b>HEWLETT PACKARD ENTERPRISE</b>	hpe.com	Leader	★	★		★	★
<b>HINDUJA GLOBAL SOLUTIONS LIMITED</b>	teamhgs.com	Leader	★	★	★		
<b>IBA GROUP</b>	ibagroupit.com	Leader		★	★	★	★
<b>ICL SERVICES</b>	icl-services.com	Leader		★		★	★
<b>IMS HEALTH</b>	imshealth.com	Leader	★	★			★
<b>INDECOMM GLOBAL SERVICES</b>	indecmm.net	Leader		★	★		
<b>INSIGMA</b>	insigmaus.com	Leader		★	★	★	
<b>INSPUR</b>	inspur.com	Leader	★	★			
<b>INTEGREON</b>	integreon.com	Leader		★	★	★	
<b>INTETICS</b>	intetics.com	Rising Star		★	★	★	

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Company	Web Address	2016 Group	Size & Growth	Customer References	Awards & Certifications	Programs for Innovations	Programs for CSR
<b>ISOFTSTONE</b>	isoftstone.com	Leader		★	★		
<b>ISS</b>	issworld.com	Leader	★	★	★	★	★
<b>ITC INFOTECH</b>	itcinfotech.com	Leader		★	★	★	★
<b>ITRANSITION</b>	itransition.com	Rising Star		★		★	
<b>JLL</b>	jll.com	Leader	★	★	★	★	★
<b>KELLY OUTSOURCING AND CONSULTING GROUP</b>	kellyocg.com	Leader		★	★	★	★
<b>KNOAH SOLUTIONS</b>	knoah.com	Rising Star		★	★		
<b>L&amp;T INFOTECH</b>	lntinfotech.com	Leader					★
<b>LEASEPLAN USA</b>	us.leaseplan.com	Leader	★	★	★	★	
<b>LEGALBASE</b>	legalbaselaw.com	Rising Star		★			
<b>LIQUIDHUB</b>	liquidhub.com	Leader		★	★		
<b>LONG VIEW SYSTEMS</b>	longviewsystems.com	Leader		★			
<b>LUXOFT</b>	luxoft.com	Leader	★	★		★	
<b>MAYKOR</b>	maykor.com	Leader		★	★	★	★
<b>MINACS</b>	minacs.com	Leader			★		
<b>MINDTREE</b>	mindtree.com	Leader		★	★	★	★
<b>MIRATECH</b>	miratechgroup.com	Rising Star		★	★	★	
<b>NEWMARK GRUBB KNIGHT FRANK</b>	ngkf.com	Leader	★	★	★	★	
<b>NEXIENT</b>	nexient.com	Rising Star		★		★	
<b>PACTERA</b>	pactera.com	Leader		★	★	★	★
<b>PROMONLOGICALIS</b>	br.promonlogicalis.com	Rising Star		★	★		
<b>PYTHIAN</b>	pythian.com	Rising Star		★			
<b>QUISLEX</b>	quislex.com	Rising Star		★	★		
<b>QX LIMITED</b>	qx ltd.com	Rising Star		★	★		
<b>RR DONNELLEY GLOBAL OUTSOURCING</b>	outsourcing.rrd.com	Leader			★		★
<b>SCICOM (MSC) BERHAD</b>	scicom-intl.com	Leader		★			
<b>SERVICENGINEBPO</b>	sebp.com	Rising Star		★			
<b>SHINETECH SOFTWARE</b>	shinetchchina.com	Rising Star		★			
<b>SIGMA SOFTWARE</b>	sigma.software	Rising Star		★			
<b>SITEL OPERATING CORPORATION</b>	sitel.com	Leader	★		★	★	
<b>SOFTJOURN</b>	softjourn.com	Rising Star		★		★	★
<b>SOFTSERVE</b>	softserveinc.com	Leader		★	★	★	
<b>SPI GLOBAL</b>	spi-global.com	Leader		★	★		
<b>STEFANINI</b>	stefanini.com	Leader		★	★	★	
<b>SUTHERLAND GLOBAL SERVICES</b>	sutherlandglobal.com	Leader	★	★	★		
<b>SWISS POST SOLUTIONS</b>	swisspostsolutions.com	Leader		★	★		
<b>SYKES</b>	sykes.com	Leader	★		★		★
<b>SYNTEL</b>	syntelinc.com	Leader		★		★	★
<b>TATA COMM. TRANSFORMATION SERVICES (TCTS)</b>	tatacommunications-ts.com	Leader		★	★	★	★
<b>TEAM INTERNATIONAL SERVICES</b>	teaminternational.com	Rising Star		★		★	★
<b>TELEPERFORMANCE</b>	teleperformance.com	Leader	★	★	★	★	★
<b>TGESTIONA</b>	tgestiona.com.pe	Leader		★	★	★	★
<b>THE RESULTS COMPANIES</b>	theresultscompanies.com	Leader		★			
<b>TIVIT</b>	tivit.com.br	Leader		★	★		
<b>TOWERS WATSON</b>	towerswatson.com	Leader		★	★	★	
<b>TRIGENT SOFTWARE</b>	trigent.com	Rising Star		★			
<b>UNISONO BUSINESS SOLUTIONS</b>	unisono.es / unisonobpo.com	Leader		★			★
<b>VADS BUSINESS PROCESS SDN. BHD.</b>	vads.com	Leader		★	★		
<b>VEE TECHNOLOGIES</b>	veetechnologies.com	Rising Star		★			
<b>VIRTUSA CORPORATION</b>	virtusa.com	Leader		★	★	★	★
<b>WNS GLOBAL SERVICES PRIVATE LIMITED</b>	wns.com	Leader		★	★	★	