

July 11.....

Inside Outsourcing™



INTERVIEWED BY LARRY JANIS

Bob Pryor, EVP, Sales, Marketing and New Business Development , Genpact, LLC

Genpact is a global leader in business process and technology management, offering a broad portfolio of enterprise and industry-specific services. The company manages over 3,000 processes for more than 400 clients worldwide. Putting process in the forefront, Genpact couples its deep process knowledge and insights with focused IT capabilities, targeted analytics and pragmatic reengineering to deliver comprehensive solutions for clients. Lean and Six Sigma are an integral part of Genpact's culture and Genpact views the management of business processes as a science. Genpact has developed Smart Enterprise Processes (SEPSM), a groundbreaking, rigorously scientific methodology for managing business processes, which focuses on optimizing process effectiveness in addition to efficiency to deliver superior business outcomes. Services are seamlessly delivered from a global network of centers to meet a client's business objectives, cultural and language needs and cost reduction goals.



LJ: *Most of our readers will know Genpact, what is your role in the firm?*

BP: I'm Executive Vice President with responsibility for global sales, marketing, business development and account management. In short, my primary accountability is all revenue & top line growth for Genpact .

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FROM THE EDITOR

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Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.



Inside with:

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LJ: Given the current economic environment, do you see companies approaching business process outsourcing any differently? Please elaborate.

BP: While I believe cost reduction and improved performance levels are still primary drivers for outsourcing, clients are far more focused on upfront transformation and process re-engineering with more emphasis on technology & automation to drive improved effectiveness, quality and higher year-over-year productivity. Also, more companies are approaching business process outsourcing in multiple waves (vs. a 'big bang approach') with a focus on building upon early successes and evolving into more complex processes.

“Unquestionably, most all of our clients are looking to do business faster and prioritizing high ROI initiatives.”

Many of our clients are leveraging Genpact resources to provide more flexibility in this uncertain economic environment since they've been restricted from hiring or adding to their cost structures. Unquestionably, most all of our clients are looking to do business faster and prioritizing high ROI initiatives, especially those that help accelerate top-line growth and improving the experience for their clients.

LJ: Are there geographic regions and/or vertical industry segments that seem to be moving forward faster than others?

BP: From an industry perspective, we are seeing very strong demand coming from Insurance, Banking & Financial Services, CPG & Retail, Energy and Business Services.

In terms of geography, China, India, and South America are fast growing emerging markets. While not an emerging market, Europe has been a very strong geography for us in terms of pipeline development and new wins this past year.



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LJ: What is your opinion of the emerging locations, such as the Latin countries as near shore hubs for US-driven BPO engagements?

BP: Many companies like Latin America as a near-shore delivery location given the strong talent & bi-lingual (Spanish and English) skills available in the market, as well as the proximity to the US. While more expensive than lower cost locations such as India, many clients are willing to pay a premium for a LATAM location, especially for voice centric services to support their clients and end users. They also see LATAM as an attractive market for their goods & services so it makes sense for them to have operations and back office support in this geography.

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Our approach to LATAM has been two-fold: 1) supporting our global clients and their LATAM subsidiaries, primarily for F&A and Customer Services, and 2) utilizing our Mexico and Guatemala operations to support US based customers with processes that are both voice and transaction based. We believe the demand for US customers utilizing LATAM near-shore delivery will continue to grow. Recently, we have also started selling to LATAM customers directly with delivery from our centers in South America. With the economic growth in the LATAM countries such as Brazil, Mexico and Colombia, we are seeing a significant increase in awareness and demand for our services.

LJ: Lets discuss the concept of success from two perspectives. First, what defines a successful candidate, what characteristics and skills do you look for?

BP: First, we look for intelligent, articulate people with strong consultative selling skills which requires industry domain and process expertise along with a burning passion and energy for serving clients. We also look for people with an operations background, even for sales roles and generally don't look at people unless they have experience in a global company coupled with a strong track record of consistent performance. Finally, since everything we do requires teamwork and collaboration, we require people with impeccable personal code of conduct as well as excellent interpersonal and communication skills.



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LJ: Second, what has made you successful?

BP: I was fortunate to have selected outsourcing & technology services for my career which has afforded me tremendous growth opportunities while working with some of the best companies in the world. Over the past thirty years, I've been able to work with many amazing people including some of the true pioneers & 'legends' in the industry; since I try to listen more than speak, I've also been able to learn and experiment with countless new ideas, business models and creative approaches to serve my clients all over the world.

One of the early 'lessons learned' for me was the importance of building high performance teams which means hiring great people that are smarter and more capable than me. Likewise, I have never forgotten the words of the first client that trusted me with the award of a ten year outsourcing agreement—she told me that she “was making a career threatening decision” . . . which crystallized the importance of empathy, honoring commitments and always putting clients' interests first. Finally and most importantly, I would have to credit my success to an enormously loving, patient and supportive wife.

Integrated Search Solutions Group

We are a retainer based executive search firm with over a decade of experience in successfully attracting top talent in the areas of Outsourcing (IT, BPO and BPM), Consulting (Strategy & Technology) and traditional corporate functions (CIO, CTO, CFO, etc). We have worked effectively with major corporations as well as venture capitalized start-ups. Executive recruiters typically pride themselves in their ability to recruit top executives, irrespective of the industry. Leaders tell us a different story; they value what we do because we understand their business.

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