

The Trust Factors

By Victor Millar

The most dramatic change is the willingness to outsource core activities. The conventional wisdom has always been to outsource non-core activities, but most of the big wins in 1996 were core activities. This is a very dramatic change from what we've witnessed in the last 30 years in the industry. Trust is the new trend. In the early 80's, a large part of the growth in outsourcing came from companies that were under pressure or that had been acquired and were going through cost cutting activities.

While clients are still trying to save money, once you begin outsourcing core activities, there's not enough money in the world to save if TRUST isn't a major part of the offering. That's why we've been able to get into the market; customers trust our name. For example, in June of 1996 [AT&T Solutions](#) opened its Global Client Support Center for outsourcing through which all our major customers are managed. It's been a tremendous advantage to alleviate customers' areas of concern. Customers can go there, see outsourcing and networking at work, and understand that they're not pioneers in this process. Because companies are looking for comfort from others who have gone down the outsourcing path, references will continue to be extremely important ``?once you begin outsourcing core activities, there's not enough money in the world to save if TRUST isn't a major part of the offering."

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