

Where Outsourcers Are Leaving Revenue on the Table



Are you wondering why outsourcing firms struggle to win, retain, and expand high-value client relationships?

Do your teams still default to cost savings when clients want growth, innovation, and resilience?

If so, you're in the right place.

In this guide, you'll learn how outsourcers are leaving revenue on the table, and how a value-based, consultative approach reframes outsourcing as a growth enabler, not just a cost lever.

By the end, you'll be able to decide whether your teams are positioned to win earlier, win faster, and win more, or whether competitors are defining the agenda for you.



Market Pressure and the Growth Gap

The outsourcing and offshoring sector is experiencing both opportunity and strain. Deloitte forecasts that the global outsourcing market will continue to expand, with BPO and ITO services growing at more than 7% CAGR through 2028.

While demand is strong, margins are under pressure. Procurement teams have gained influence, applying relentless pressure on pricing, transparency, and terms. The result is relentless downward pressure on pricing.

Operational efficiency has become table stakes. What matters now to client executives is measurable business outcomes. At C-suite level, the priorities are growth, customer retention, and innovation, not just cost reduction.

Too many providers remain anchored in a cost-first value proposition rooted in the offshoring and labour-arbitrage era. By positioning efficiency purely as savings, they fail to connect it to top-line impact. This approach doesn't resonate with growth-focused executives who are far more interested in accelerating revenue, reducing churn, and improving speed to market than saving another 5% on costs.

The implication is clear: Outsourcers who can't elevate the conversation beyond operational cost will remain trapped in commoditisation, margin erosion, and missed revenue opportunities.



Why Value Is Being Missed

Across the outsourcing sector, we consistently see the same five issues that prevent firms from capturing their fair share of revenue.

Cost-led conversations keep providers tactical

Too many sales and relationship teams still position efficiency purely as savings. Procurement welcomes that story, but revenue-oriented executives don't. Without a growth narrative that connects outsourcing to revenue and innovation, providers are locked out of C-suite conversations and treated as interchangeable vendors.

Margin pressure commoditises renewals

Large contract renewals are often focus on reducing price. Without a compelling commercial narrative linking services to client outcomes, buyers benchmark providers side-by-side as if they were utilities. Margin is chipped away with every renewal, and providers have little defence.

Reactive account growth leaves opportunities untapped

Potential cross-sell and upsell opportunities are often missed. Account planning is inconsistent, and proactive growth depends on a few senior rainmakers. This concentration of capability makes growth across the business hard to scale and exposes the firm to unnecessary risk.

Leadership misalignment entrenches cost-out thinking

In many organisations, functional managers still measure success by efficiency and cost reduction. Without leaders pushing a value-led narrative around growth, front-line teams lack the confidence to initiate strategic conversations. Culture remains tactical, and providers stay stuck at the operational level.

Missed stakeholder engagement weakens resilience

Modern enterprise buying decisions rarely rest with a single individual. Expansion deals typically involve five or more stakeholders, and new business often needs eight to ten. Providers that don't engage broadly across the client organisation miss opportunities to validate value, build consensus, and uncover new needs.

The outcome is predictable. Without value-based differentiation, providers leave significant revenue on the table and remain vulnerable to being displaced by competitors, or worse, to the dreaded 'do nothing' decision.



A Revenue Ecosystem Approach

Outsourcers can't fix these challenges with isolated activities.

To capture sustainable growth, they need to treat revenue generation as an ecosystem where every element connects and reinforces the others.

A healthy Revenue Ecosystem brings together leadership, management, ways of working, enablement, client conversations, and client value. When all six parts align, the business moves as one toward the same goal: sustainable revenue growth.



A Revenue Ecosystem Approach

Client value sits at the heart. The more you help clients identify and realise value, the more revenue you win. The most successful providers co-create measurable outcomes linked to metrics such as revenue growth, customer satisfaction, and market share. By positioning themselves as partners in value creation, rather than vendors focused on cost savings, outsourcers gain strategic relevance and defend margins.

Client conversations are where value is uncovered and validated. High performers lead with curiosity and insight, explore challenges from multiple angles, and challenge assumptions. Their dialogue goes beyond transactions, showing clients how outsourcing accelerates growth, retention, and innovation.

Leadership sets the tone. Senior executives who frame outsourcing as a growth enabler, and who role-model that narrative in client conversations, shift expectations across the whole organisation.

Effective **management** translates strategy into results. This means creating a commercial operating rhythm with rigorous pipeline reviews, clear performance dashboards, and accountability for outcomes. They also foster a coaching culture that builds consultative, value-led skills rather than just reporting numbers.

Ways of working determine how accounts are managed, which is central to revenue performance. Leading providers adopt structured

processes for origination, qualification, governance, deal progression, renewals, and cross-selling. Major accounts have proactive Accounts Plans in place to proactively grow or defend business, with performance regularly reviewed. Collaboration between delivery, marketing, sales, and executives ensures every client touchpoint reinforces value.

Enablement equips teams to succeed. This includes playbooks, solution pricing tools, industry insights, case studies, and competitive intelligence. Training programmes embed consultative selling, ensuring that everyone can connect efficiency to growth outcomes in ways that resonate with senior stakeholders.

When these elements connect, revenue generation stops being tactical and starts to become systemic.



Strategy, Operations and Execution

Building a healthy revenue ecosystem requires discipline across three levels: strategy, operations, and execution.

Strategy: Shaping the commercial narrative

- Align leadership and go-to-market around growth rather than cost
- Define ideal client profiles and map buyer priorities to outcomes
- Ensure leadership alignment around differentiation and shared value

Operations: Building scalable enablement

- Develop messaging frameworks and growth playbooks
- Equip teams with industry insights and case studies
- Use CRM and AI tools to identify expansion triggers
- Build a culture of coaching and continuous learning, reinforced by leadership

Execution: Relentless focus on outcomes

- Maintain disciplined account reviews and proactive opportunity creation
- Coach front-line teams to validate and quantify value in every interaction
- Use metrics, success stories, and client proof points to refine performance continuously

This three-part model ensures providers can translate ambition into repeatable commercial outcomes

When strategy sets direction, operations provide the tools, and execution maintains discipline, outsourcers can translate strategic ambition into repeatable commercial outcomes.

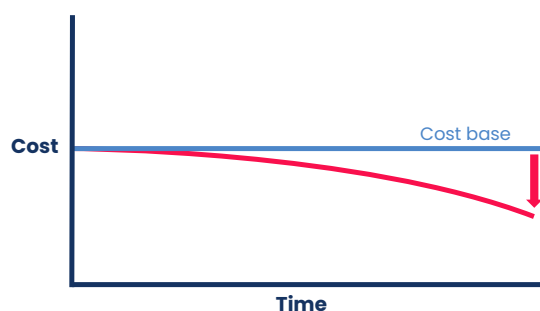


A New Commercial Narrative

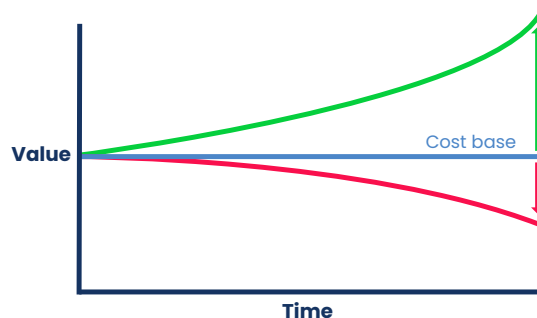
Too many outsourcing conversations still centre on cost reduction. While that story may cut through with procurement, it rarely resonates with growth-focused executives. To defend margins and expand, providers need to reframe outsourcing as a growth driver.

Imagine client conversations that highlight how outsourcing can:

- Accelerate customer retention by improving service delivery
- Increase speed to market by freeing internal resources for innovation
- Unlock new revenue streams through digital transformation and analytics



A typical approach is to focus on cost reduction, which can be dilutive on each renewal and not sustainable in the long-term.



A business value driven approach also explores potential areas of value above the line as a result of efficiencies.

This is the essence of a growth-led narrative. It enables teams to:

- Engage C-suite executives with strategic, value-focused stories
- Defend against commoditisation by reframing price as one element of a broader value equation
- Unlock expansion through structured account planning and multi-threading

Example

Consider an IT services provider working with a global bank. For years, renewal conversations focused on offshore efficiency savings. Procurement consistently demanded 10% rate cuts, eroding value with each cycle.

After shifting to a value framework, the provider reframed the conversation. It demonstrated how faster transaction processing improved customer retention and supported the bank's digital revenue initiatives.

The renewal preserved margin **and** expanded scope to include advanced data analytics services.

This shift shows the commercial power of positioning outsourcing as a growth enabler, not simply a cost lever.



Winning in Today's Landscape

Top performers in outsourcing apply three principles consistently.

1. Continuous discovery

Discovery is not a one-off event. Top performers treat every interaction as an opportunity to uncover evolving needs, validate value, and identify expansion opportunities.

2. Sustained C-suite engagement

High engagement with senior stakeholders directly drives revenue. When executives stay involved, trust builds, conversations move up the agenda, and the likelihood of expansion increases significantly.

3. Multi-threading across stakeholders

Expansion is far easier than new business, but it requires multi-threading. Engaging multiple stakeholders uncovers new needs, builds consensus, and strengthens resilience. Expansion deals typically close in nearly half the time of new business, making them both faster and less risky.



The role of AI

AI is transforming sales productivity, and the majority of businesses expect to use it for origination in 2025.

But technology on its own isn't enough.

Efficiency is important, but trust remains the crown. The firms that combine data-driven efficiency with strong, trusted relationships will lead the market.



What to do next

The outsourcing industry is at a crossroads. Growth opportunities are real, but only for providers who can reposition outsourcing as a growth enabler. Ask yourself:

- **Are your teams still leading with cost-out, or are they linking efficiency to client revenue?**
- **Do your leaders model a value-based narrative, or do they default to procurement language?**
- **Are you capturing expansion opportunities systematically, or are you relying on a handful of senior rainmakers?**

If the answer to any of these questions is unclear, it may be time to reassess your approach.

The outsourcers who win in today's market are those who reframe cost into value, operational efficiency into revenue growth, and vendor status into strategic partnership.

Free Strategy Call

If any of these perspectives resonate, let's have a conversation.

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Les is the creator of The Sales Accelerator Method and founder of The Sales Coach Network. With over 30 years in sales and leadership roles, he has sold and coached transformational deals worth hundreds of millions. After selling his second consulting business to Accenture in 2006, Les went on to advise global organisations on how to win and deliver their most complex opportunities. His focus today is on helping sales leaders and their teams 'sell less and win more' by putting client value at the centre of every conversation.

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Together, Les and Jonathan bring decades of experience, a proven methodology and a practical, human approach to transforming sales performance.



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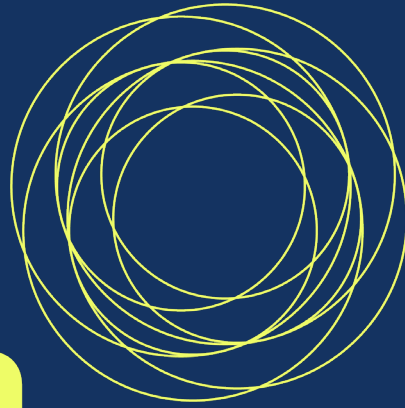
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