



HOUSE OF
VISIONARIES

powered by  BOND

Workforce Dilemma

to Offshore or AI it?

A step by step guide



The stage

Focus on the bottom line

Growing top line revenue has proved a stubborn challenge for many businesses and focus has shifted to the bottom line.

There has been a significant trend to explore hiring talent further afield and offshoring business functions/processes, and customer support.

This all takes time, careful planning and requires deep knowledge of HR practices, data protection and employment laws elsewhere.

When will investing in AI and going on that journey make more sense?



Offshoring

How to research and do it well

Click to download

Offshoring Framework

How to know when you are ready to influence the business



HOUSE OF VISIONARIES

Is the business ready?

YES | You have strong alignment across the business what you are trying to achieve through an offshoring exercise. You have considered the high level impact through multiple lenses and have clear measures of success for each of them:

- Cost efficiency
- Customer outcomes
- Legal
- Regulatory
- Technology
- Workplace culture

NO | Here is your opportunity to deliver strategic value through business partnering and challenging the brief.

- What is the core motivator for offshoring some of the work?
- What are the clear measures of success? Beyond cost efficiency?
- Have the cultural implications and change management costs been considered?
- Is this work a great fit for Offshoring?
- What about an AI solution?

Getting ready to influence!

YES | You have assessed and validated both the volume and have an idea of the quality of the talent pool. Competitor research and leveraging data sources like Talent Maps, Clear, Honeyfly alongside LinkedIn insights of course.

NO | There may be another way with advancements in AI to drive the efficiencies in higher cost centres. Training up early-year talent in local markets. Career pivot initiatives to access talent with the right transferable skills.

YES | This will give you anecdotal evidence to support your strong recommendations. You may have also added an option previously overlooked from your own research.

NO | You can potentially short cut the whole process by speaking to those who have done precisely what you are looking at. At the very least, this will measure what your research is about and all avenues explored.

Factors	Some questions to answer	Country A	Country B	Country C
English proficiency	How important are spoken language skills in the work? How will effective training take place?	H	M	L
Labour direct costs	What are the typical salary ranges for this work? What productivity differences exist?	H	M	L
Employment Law	What rules and regulations govern workers in that country/region?	etc	etc	etc
Political stability	How settled is this workforce likely to be short, medium, longer term?			
Infrastructure	How easy is it to get to an office? What does the internet and other infrastructure look like?			
Government incentives	Are there opportunities to benefit from labour market policies and incentives eg tax or subsidy			
Time zone alignment	How will this team operate with others as part of the wider workflow?			
Economic outlook	How settled is this workforce likely to be short, medium, longer term?	etc	etc	etc
Ease of doing business	Do you need to set up EOR or an official entity to offshore to that location?	etc	etc	etc

YES | You have a clear roadmap and adequate internal and 3rd party support to create the right legal setup to do business in new locations.

NO | Cost benefit realisation depends on being able to deploy and build the team. Unanticipated delays will reflect poorly on you later down the line. Going in with open eyes is the best strategy.

YES | You have a fully educated picture of what offshoring costs look like. This last perspective may help support the final location recommendation.

NO | Do you know what the cost of hiring offshore talent is, but what if you make a bad hire or need to change strategy later down the line? How much does it cost to let someone go and what regulations and protections exist?

Click to download

Matt Knopp

Vice President, Global Talent Acquisition
at Accelya Group



In Matt's role he manages a global team (Colombia, Spain and India) and is involved in workforce planning, location strategy & research for hiring.

Top Tips

- 1 Go deep - this takes time, but utilise all available data
- 2 EoR's- do your research!
- 3 Creating local Entities takes longer than expected
- 4 ChatGPT is very powerful for quick answers, but make sure you check the outputs carefully.

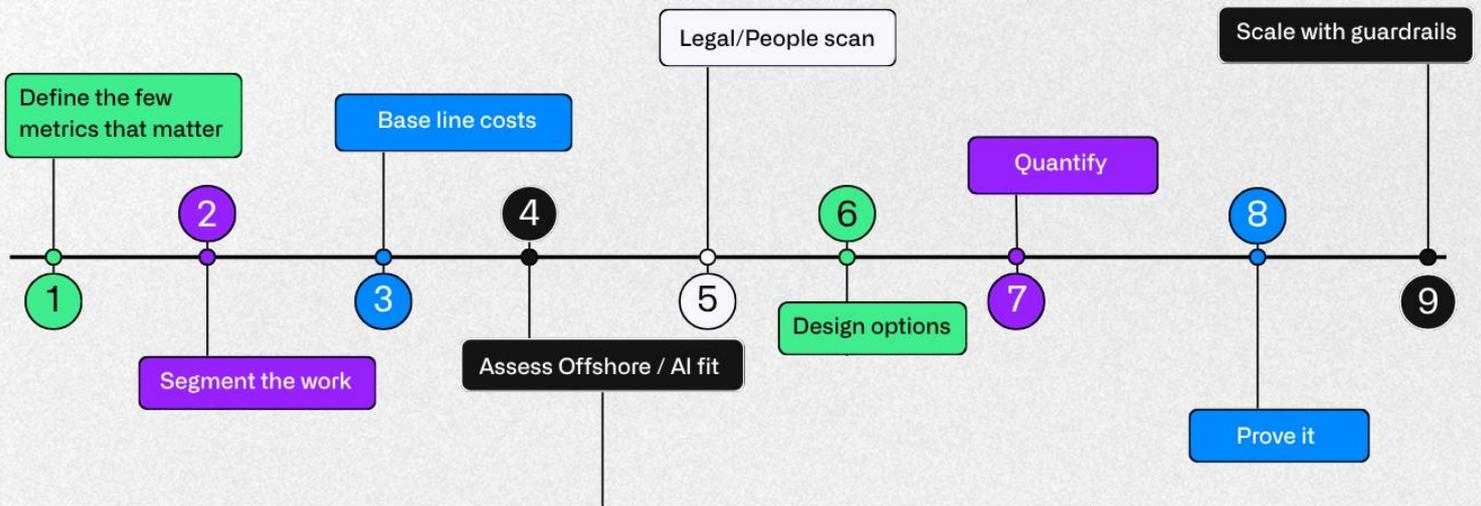
The workshop

Collective perspectives



powered by BOND

We provided each table of residents with a high level step by step approach + some scorecards and asked them to “rip em up” and make them better.



AI Fit?

SCORECARD EXAMPLE:

		Score each criteria 1 - 5 (1 - the lowest demand / 5 - high demand)
Volume & Repeatability	Does the work involve high volume, low variance, and only digital inputs/outputs?	
Process clarity & SOPs	Are the SOP complete, with c	
Data & Systems accessibility	Are there APIs, robust data q	
Risk & Explainability	Would AI doing this work be c Lower regulatory/brand risk s	
Change stability	Will this work look the same e	

Offshore Fit?

SCORECARD EXAMPLE:

		Score each criteria 1 - 5 (1 - the lowest / 5 - highest)
Talent availability & Language	Is there a sustainable supply, quality of talent, and does it have the right language/culture fit	
Local salary & productivity	What does it cost to build a team and how well can they do the work compared to current workforce	
Time-zone & service window	Does that workforce operate over a time zone that fits with the work, other connected teams	
Regulatory simplicity	Employment, tax, data transfer, co-employment risk	
Knowledge transfer complexity	What is the "time to learn" the work that is being offshored	
TOTAL:		

30+

Leaders in TA & HR attended the UK event

300+

Residents in the #Houseofvisionaries

Step by step

a path to a decision

1 Define the few metrics that matter

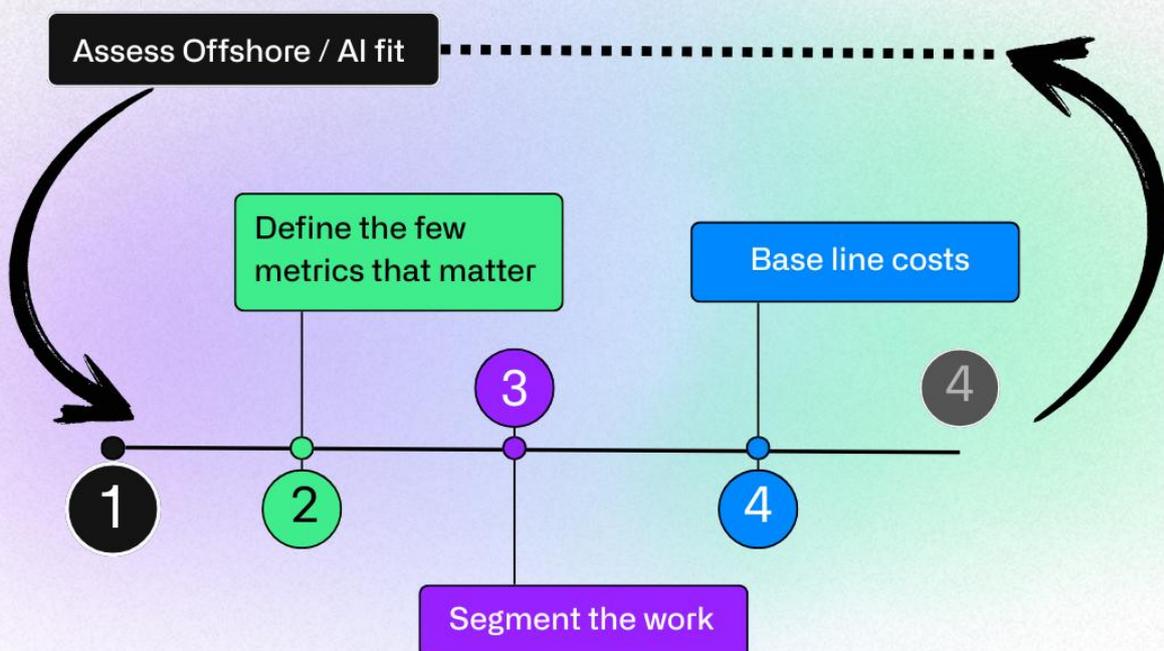
The first big observation and reflection from the room was that too often there is a leap to offshore or AI work.

We spoke about focusing significant time up top establishing the strategic intent for the organisation and pushing back until the goal, beyond cost efficiency, was clear.

What is our north star that guides all people work in our companies?

What are the customer service metrics (internally or externally) that matter, and we need to protect?

Top leadership may not be close enough to the work to know whether offshoring or AI solutions are a good fit. Using the scorecards first might shut down misadventures, before effort is invested.



2

Segment the work



HOUSE OF
VISIONARIES

powered by BOND

Next we have to segment the work.

Not all work is a great fit for being offshored, some can be AI'd and some just doesn't make practical sense to do so. In some cases the best solution may be a hybrid of both.

It is easy to see how in the future you'd want to AI enable your offshore teams, just the same as you would in your higher cost centres.

You will need to work with SMEs in the business to truly understand the nature and detail that sits behind the work.

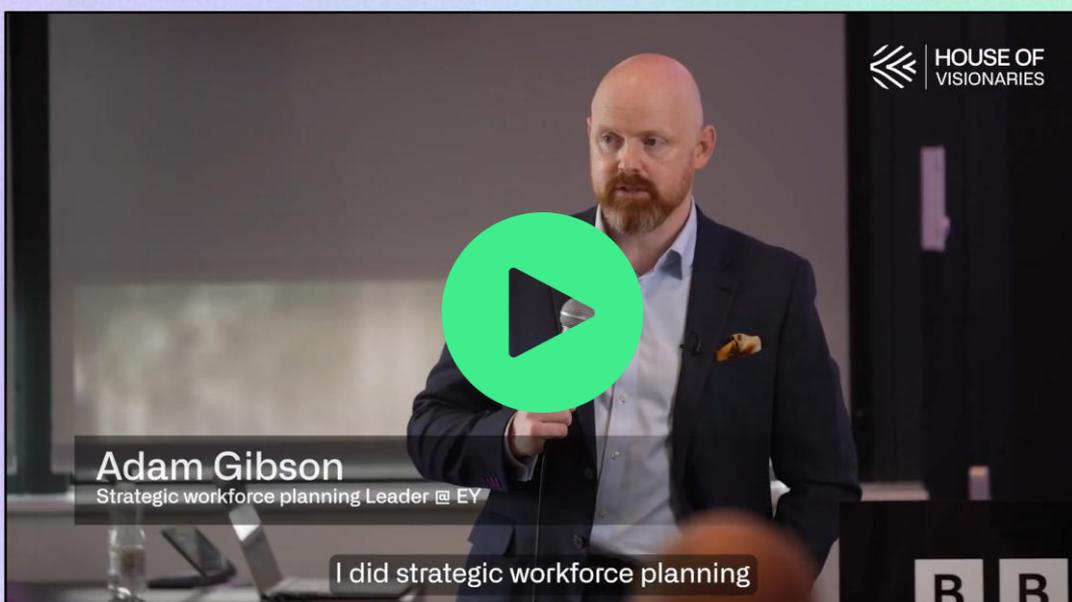
Adam Gibson

Strategic Workforce Planning
Leader at EY



Adam Gibson's "Agile Workforce Planning" methodology is the bible on strategic workforce planning. He spoke at a previous HOV event.

Part of that process is about mapping the work into smaller processes, outcomes and use cases.

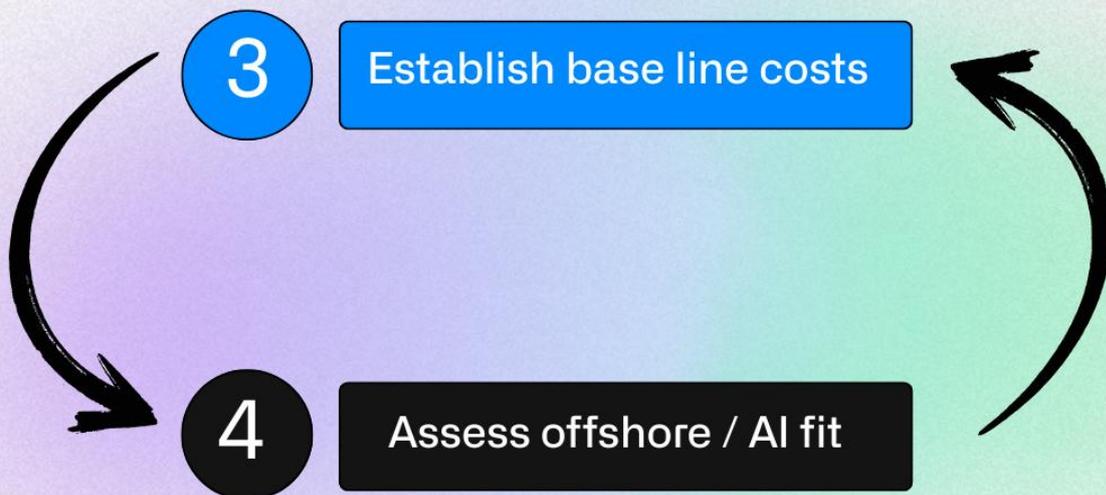


Next steps...

What does it cost to get that work done today?
The people and the leadership time? Any tech stack, all in?

Doing this early on the journey will help determine how far and wide-reaching your cost efficiency agenda will need to spread.

There was debate as to whether you assessed the offshore / AI fit first, before digging into the base line costs.



Offshore and AI fit scorecards are a way to consistently look at the work and to decide if one of these cost efficiency routes is even viable.

AI fit:

- Is the work high volume, low variance with digital inputs and outputs?
- Is the data clean, accessible?
- Would the press have a field day if they knew AI was being used?

Offshore fit:

- Is there enough talent?
- Is there any skills gap with that talent?
- How long will it take to train this work in?

These scorecards are ultimately about asking the right questions to assess fit.

AI Fit?



SCORECARD EXAMPLE:

The room felt that with the direction of travel towards a more AI enabled workforce it made sense to default to this fit assessment first.

		Score each criteria 1 - 5
Volume & Repeatability	Does the work involve high volume, low variance, and only digital inputs/outputs?	
Process clarity & SOPs	Are the SOP complete, with clear decision trees, supported by knowledge articles?	
Data & Systems accessibility	Are there APIs, robust data quality, design & can the data be accessed?	
Risk & Explainability	Would AI doing this work be deemed ethical, legal and moral? Lower regulatory/brand risk = higher score	
Change stability	Will this work look the same over the next 12-24 months? Both our process and any regulation around it.	
		TOTAL:

A total score of 18+ /25 would mean that the work or process has a decent AI fit

A few tables felt that a low score on "clear process" should not hinder going on an AI journey necessarily. Down-weighting that lens on the scorecard, or any other metric, will depend on the appetite for clarity / risk in the business.

Offshore Fit?



HOUSE OF
VISIONARIES

powered by BOND

SCORECARD EXAMPLE:

Deep research and leveraging your network around you to validate findings are typically part of being able to score country by country confidently.

		Score each criteria 1 - 5
Talent availability & Language	Is there a sustainable supply, quality of talent, and do they have the right language skills/culture fit?	
Local salary & productivity	What does it cost to build a team and how well can they do the work compared to current workforce?	
Time-zone & service window	Does that workforce operate over a time zone that fits with the work, other connected teams?	
Regulatory simplicity	How easy is it to do business? Employment law, tax, data transfer, co-employment risk.	
Knowledge transfer complexity	What is the "time to learn" the work that is being offshored?	
		TOTAL:

A total score of 18+ /25 would mean that the work or process has a decent Offshore fit

The room felt that 3+ countries was a good yardstick for robust research that would make decision making further down the line smoother.

Next steps...

We then will need to look at things like employment law and tax implications for offshoring in detail. Through both options we'll need to consider data transfer and data protection regulation.

Depending on how your HR, legal and compliance teams like to operate you may seek counsel first or design the op model and then explain how it will work in practice



You are now beginning to commit time and resources to mapping out precisely how this offshore or AI delivery model will work in practice.

The who, what, how, when and project roll out detail.

This includes the all important training aspect and internal comms surrounding the change programme.

Designating clear accountability for elements scanning product/service leaders, finance, HR, legal, risk/compliance.

The room felt strongly that a material “go / no go” governance step would take place here to avoid wasted effort.

Next steps...

7

Quantify

Before we hit go, how long will this take to build out?

When can we remove cost from base safely?

Therefore when do cost savings begin?

Here we can expect finance to get super interested.

8

Prove it

Then, it's time to prove it.

A great pilot demonstrates value ideally in weeks and iterates from launch through learnings.

Do not lose sight of the core measures of success in early steps.

9

Scale with guardrails

Scale the pilot with the right oversight and guardrails.

This is another step predicated by a more material “go / no go” governance decision, which should involve all the key players again i.e product/service leaders, finance, HR, legal, risk/compliance.

Designing the right model

There's no one-size-fits-all answer and that's exactly the point.

The group tore into the Offshore vs AI framework to explore where each truly adds value, in addition to cutting cost + where hybrid models can unlock the best of both.

AI shines...

in high-volume, rules-based, always-on environments with clean data and predictable outcomes

Offshoring wins...

where human judgment, empathy, and adaptability still rule

Strategy

the real magic happens when strategy leads the way!

Breaking work into micro-processes, scoring fit objectively, and designing intentionally around cost, quality, and culture.

The takeaway? Don't rush to automate or offshore.

Step back. Think strategically. The "right" model is the one that aligns with your organisation's North Star delivering both cost efficiency and protecting what matters in equal measure.

Where next...

The community is co-created and we will always design the value add experiences you need.

Reach out to the team to kick around your future focused ideas...

Tom Foreman

Community Director
House of Visionaries



Ryan O'Hara

Community Manager - House of Visionaries
Co-Founder @BondGlobal



Robert Hussey

Community Manager - House of Visionaries
Managing Partner @BondGlobal



**HOUSE OF
VISIONARIES**

powered by  BOND