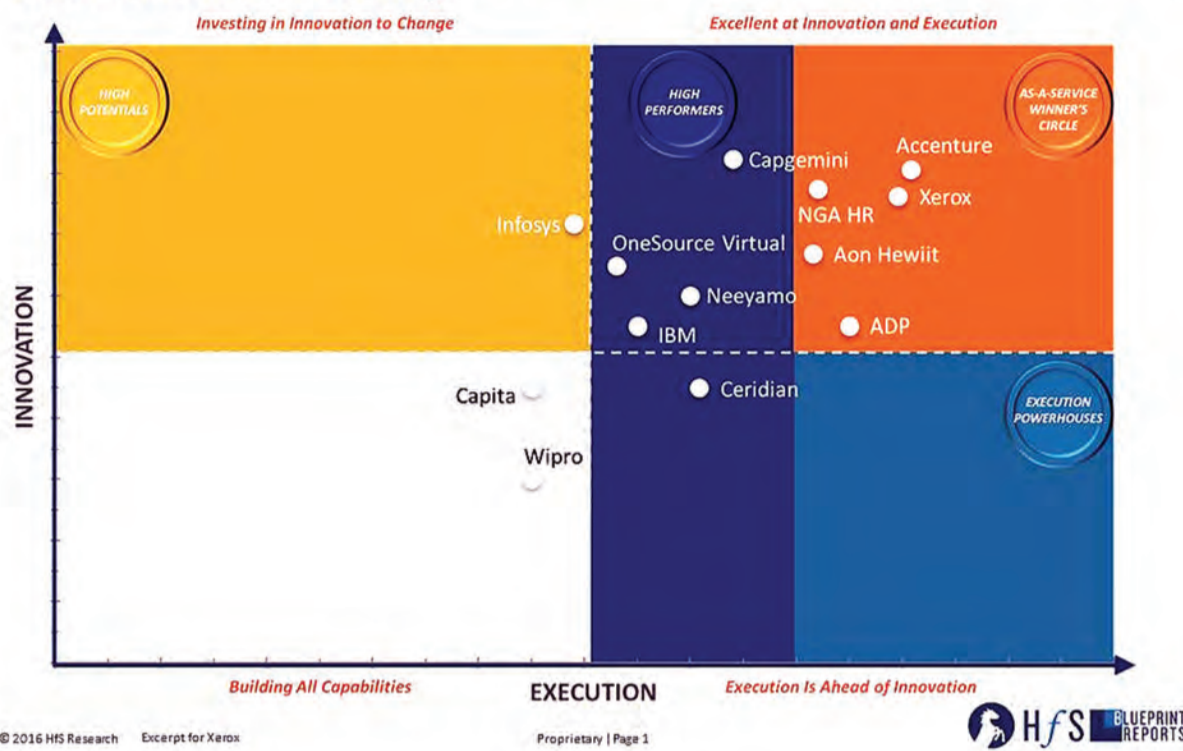


HfS Blueprint Grid: Multi-Process HR BPO in the Emerging As-a-Service Economy



XEROX RECOGNIZED BY HFS RESEARCH FOR EXCELLENCE IN HUMAN RESOURCES OPERATIONS-AS-A-SERVICE

HFS RESEARCH BLUEPRINT REPORT PUTS COMPANY IN WINNER'S CIRCLE

DUBAI: Xerox was named a top Human Resources Operations-as-a-Service provider in analyst firm HfS Research's 2016 Blueprint Report, which annually rates the multi-national, multi-functional service providers in the outsourced HR operations market.

HfS Research placed Xerox HR Services in the Winner's Circle - its highest ranking - for 2016. This recognition means Xerox can articulate vision and a new way of thinking, has recognizable investments in future capabilities, and is driving new insights and models.

"Xerox has proved itself invaluable in client operations through its ability to deliver quality, scalable HR support with flexibility, and a willingness to collaborate at both the strategic and tactical level," said Mike Cook, research director at HfS Research. "Xerox's as-a-service HR initiatives, which include its cloud human capital management consulting practice as well as HRaaS framework, stand out in the market," he said. "Clients are able to write off legacy process and technology and move into more employee-centered digital business services."

The report reviewed service areas such as support recruitment, learning services, benefits administration, payroll and workforce development services. "Xerox has provided all of our central HR Shared Services for nearly four years and we've collaborated to create an open and trusting partnership," said Paul Eaves-Seeley, head of human capital outsourcing, PwC UK - a Xerox HR Services client. "Their support for our recruitment teams is a particular strength, with candidate care at the heart of our processes. They've also helped us consolidate legacy technology with new, comprehensive tools and have always offered us practical and pragmatic advice."

The HfS Research Blueprint Report recognized Xerox for a number of strengths in multi-process human resources outsourcing (MPHRO) including:

- Operational and customer experience excellence, through its on-demand, engaging and proactive account management. Client praise for the flexibility and ability of the account management team to truly partner with them in order to understand business outcomes and how best to influence these from an HR perspective.
 - Ability to enable clients to overcome legacy technology challenges by developing a framework for innovation and actively bringing concerns to the table in client discussions.
 - Recruitment onboarding services that reduce costly attrition from successful candidates in clients' organizations.
 - Development of intelligent automation such as workflow routing and prescriptive HR management functions. Human capital management consulting that strategically guides clients in HR transformation.
 - Integrated plug and play MPHRO service delivery with a predefined HRO stack of services that can be rapidly deployed into client organizations.
 - The stand-alone "Xerox Security Office" that allows agents and other MPHRO operational staff to be trained, as well as a full data security analysis for each client prior to engagement.
- "Our goal is to create more value for our clients with more cohesion across our HRS practices, and more engaging interactions with their employees," said John Gentry, president of Xerox HR Services. "Bringing together the strategic focus of our consultants, with global execution and robust technology, enables us to deliver on that goal."
- Xerox HR Services helps employers improve their HR programs through advisory, technology and administrative services while enabling employees to better manage their health and wealth programs as well as their career development.

ENHANCE CUSTOMER SERVICE EXPERIENCE USING SELF-SERVICE

By Nidal Kamouni, CEO, PCCI Group

The essence of customer service can be traced to time immemorial. On the other hand, the method of delivery of the customer service experience needs to be continually updated to match the desires and expectations of an ever-changing customer base and that is why we believe that the customer experience landscape is ripe for disruption with companies slowly making progress toward more seamless and simpler customer experiences.

The biggest change in customer service is the sheer number of channels through which people can contact your business. Instead of just phone calls and snail mail, consumers can now reach you by email, social media, text message, video call and live chat. Mobile technology has also enabled constant connectivity, giving customers 24/7 access to public forums in which they can talk - or complain - about your company. Only organizations that are willing to adapt and respond to this shift in business-consumer dynamics will survive.

We believe that businesses will focus on making self-service easier. In fact, we are already seeing companies start to address the desires of many consumers for automated self-service to improve by evaluating their core systems, investing in knowledge management and exploring virtual assistants. Some of the initiatives that we can already see in place, include Connecting conversations with context where companies have removed the need for consumers to explain, sometimes repeatedly, why they need service which goes a long way in making self-service easier. Another initiative is when businesses make secure authentication easy with some introducing voice biometrics to meet demands for easy, secure authentication instead of consumers having to use PINs and passwords to authenticate their identity. And finally, businesses have understood the value of their websites and have taken steps to improve their website effectiveness. Customers are increasingly beginning their self-service journey on the web, only calling the contact center when they can't find an answer online. Websites today have employed virtual assistants that are powered by language understanding and conversational capabilities, streamlining and speeding up the digital service experience, minimizing a customer's time and frustration while saving the business money.

No one likes to wait. By making self-service easier, businesses will automatically help empower customers control their time if they improve if they offer consumers more control when cus-

tomers service extends to the field. In the recent Trends 2016: The Future of Customer Service by Forrester, it was found that 73% of consumers say that valuing their time was the most important thing a company could do to provide them with good service - whether on a call, in a chat, or while waiting for a service technician to troubleshoot and fix their product. Think about it, would you not prefer to wait for a delivery to arrive within a timeframe rather than listening to that annoying hold music that some businesses insist on playing as you wait. To this end, businesses continue to explore ways to offer self-service scheduling, providing an easy means of rescheduling appointments and actively seeking feedback on the service experience.



Nidal Kamouni, CEO, PCCI Group

For me personally, waiting for a service or delivery person to arrive within a set window of time, far outstrips the annoyance I feel listening to hold music. The Forrester report forecasts this year companies will explore ways to offer self-service scheduling and better inform and prepare their employees to provide effective field service. For businesses who would like to improve their customers' field service experiences while differentiating themselves on this aspect of customer service in the near future, we recommend a few suggestions. For a customer to have a good field service experience, the businesses should successfully engage with the customer before arriving and it is important to use multiple channels of communication to raise your engagement rates. Help make your customer's ability to reschedule or communicate with you is fast and easy that can be accomplished from every message they receive, on every channel, with a simple click, tap or spoken request. With all the knowledge gained through the field data, businesses must leverage it to predict needs of its customers delivering faster, easier and a more personal experience.

In the age of fierce competitiveness, companies that deliver a great end-to-end experience that makes them stand out from the clutter will attract and retain customers. This is a universal truth no matter which industry a business is in and businesses who choose to make superior customer experience its core business strategy will continue to thrive.

COMPUTERS, TECHNOLOGY HELP US TRACK AND FIELD GO FOR GOLD ORIGINALLY DESIGNED FOR GOLF

RIO DE JANEIRO: The seeds for many of the 25, maybe 30, medals the US track team hopes to win in Rio de Janeiro were planted at a training center in California with the help of technology originally designed for golf.

One of the many tools USA Track and Field makes available to its athletes is called "Track Man," a computerized tracking device that sports fans might recognize from watching golf on TV. In addition to golf balls, "Track Man" can trace the trajectory of shot puts and hammers to allow the athletes who throw them keep track of how high and far they go.

"Immediate feedback," says Phil Cheetham, senior sport technologist for the US Olympic Committee, when asked about the greatest benefit of the technology. "Immediate knowledge of results is proven to help you improve technique much more quickly than if you don't have the feedback."

Saddled with restrictive sponsorship rules and less-than-ideal earning potential, athletes have been lashing out for years against organizations such as the USATF for not plowing their profits back into the pockets of the people who put on the show.

longtime agent Peter Carlisle said about the athletes in an interview last year. "And to get that NGB or USOC money, or at least an amount that would make a difference, you almost always have to be pretty well established. It's very hard to pay for a career that way."

The USATF tries to help in a number of ways: Some areas where the USATF spends on athletes: \$850,000 on

bonus money from USATF and the USOC.

Roughly half the federation's \$30 million annual budget goes to athlete support programs in the form of cash, sport science, national teams, athlete travel, insurance and other expenses. The amount of actual cash budgeted to go directly to elite athletes rose from \$5.13 million in 2015 to \$8.6 million in 2016.



BEIJING: In this Aug. 23, 2015 file photo, United States' Joe Kovacs competes in the final of the men's shot put at the World Athletics Championships at the Bird's Nest stadium. — AP

How the federations are

Track Man and the program at the Olympic Training Center in Chula Vista, California, are examples of how the federations are, indeed, trying to invest in athletes. Some of the investment comes in the form of direct cash into the pockets of the runners and throwers; other comes in training tools like Track Man and similar technologies that help sprinters and jumpers.

"Since I got here, I've improved over four feet," said Joe Kovacs, the 2015 world champion whose first coach was his mother. "It's been a combination of great coaching, awesome facilities and the technology we have."

Most notable among those who don't think USATF does all it can for athletes is 800-meter runner Nick Symmonds, who boycotted world championships last year over a dispute about what runners can wear in a sport where both athletes and institutions depend on shoe and apparel companies for most of their money. Symmonds was injured and didn't qualify for the Olympics, but he's hardly alone.

"They're basically taking what they make and sinking it back into training,"

sports science in 2015, including technology like Track Man. That figure will be \$1.25 million in 2016 and \$2 million annually from 2017-2020.

Free medical care for athletes at major competitions, courtesy of a sponsorship deal.

The "Talent Protection Program," that involves USATF identifying around 50 graduating college athletes with medal potential and attempting to sign them to contracts that keep them on track with coaching and training after they graduate. "Some post-collegians flounder for a year or two," said Duffy Mahoney, USATF's chief of sport performance. "We've got talent. We've got to reduce the attrition of the talent and get it into the team."

A pool of money dedicated for bonuses to coaches who help athletes win at the Olympics and world championships. Finally, there is cold, hard cash. Mahoney estimates that a top-tier, medal-winning athlete such as Kovacs can take home upward of \$160,000, including prize money, and

Of course, not all athletes benefit equally. The training center in Chula Vista serves around 30 track and field athletes at any given time, all of whom have to show potential to make the podium. Hundreds more can use the medical services USATF provides at meets.

The federation has a difficult line to walk, needing to funnel resources to the athletes but with the knowledge that track and field is largely an individual sport, and the priority is making sure athletes are comfortable in their training environment.

In Kovacs' case, it often means he can train without his coach even being there. "I can have a practice, have the practice recorded, he can coach me from a distance, and when he does come, we're not making up for lost ground," Kovacs said. More than dollars, though, the number most people will be focusing on how many medals all that money helps produce. The Americans won 28 in London. But last year at world championships, they only won 18. — AP

FACEBOOK DENIES RELUCTANCE TO GIVE DATA TO GERMAN INVESTIGATORS

BERLIN: Facebook rejected yesterday claims made by Germany's state authorities that it was reluctant to co-operate with them on criminal investigations, saying many of the requests it received for user data were incorrectly formulated. Several regional interior ministers have complained that the social media group is hesitant to respond to requests for data and have called on the Federal Justice Ministry to introduce new laws. But Facebook said it had provided "round the clock assistance" to the authorities in Bavaria following a spate of violent attacks in Munich, Wuerzburg and Ansbach last month.

A spokeswoman for the Justice Ministry said it was examining whether there was a need to change the law or whether there was a problem with its implementation. A recent spate of attacks in Germany has highlighted the importance security agencies give to working with social networks to uncover possible links to militant groups.

Police said the Ansbach bomber had six Facebook accounts including one held under a false identity. Traces of an online messaging conversation found on his phone also suggest he was influenced by an unknown person up until the time of the attack, Bavaria's interior minister said.

Germany's spy chief called on Monday for a more intensive exchange of information between social networks and security agencies in the fight against terrorism. "Social networks are an important communication method for jihadists. Therefore closer co-operation between the security agencies and the operators of social networks is necessary," Hans-Georg Maassen, the head of the BfV domestic intelligence agency, told the Rheinische Post newspaper.

Facebook produced data for 42 percent of requests in Germany relating to criminal cases in the second half of 2015, compared with 54 percent in France and 82 percent in Britain. It said it rejected requests that were overly broad or vague. The company said it worked with law enforcement officials to help them use their systems, but said there were still a large number of officers that didn't know how to make a successful request. "Along with our points of contact in Law Enforcement we work tirelessly to raise awareness of the correct procedures," a Facebook spokeswoman said.

A spokesman for the Interior Ministry said co-operation between Facebook and the BKA federal police agency and the BfV was good. "Conversations are constructive and co-operation is also fruitful as far as we can see," he said, adding they were not in a position to judge how well Facebook worked with the state authorities. — Reuters

FIREEYE IDENTIFIES NEARLY 1,600 ICS VULNERABILITIES

Dubai: FireEye, Inc., the leader in stopping today's advanced cyberattacks, recently released a report titled Overload: Critical Lessons from 15 Years of ICS Vulnerabilities, which highlights trends in total Industrial Control Systems (ICS) vulnerability disclosures, patch availability, vulnerable device type and other vulnerabilities exploited by threat actors.

Since 2000, FireEye iSIGHT Intelligence has identified nearly 1,600 publicly disclosed ICS vulnerabilities. The report assesses the depth and breadth of these vulnerabilities in the ICS landscape and how threat actors try to exploit them. To make matters worse, many of these vulnerabilities are left unpatched and some are simply beyond restoration due to outdated technology, thus increasing the attack surface for potential adversaries. In fact, nation-state cyber threat actors have exploited five of these vulnerabilities in attacks since 2009.

Key findings by FireEye include:

- ICS vulnerability disclosures surged to 49% between 2014 and 2015.
- 90 percent of vulnerabilities were disclosed after Stuxnet emerged in media.
- 123 vendors are affected by vulnerability disclosures.
- 33 percent of vulnerabilities encountered by industrial environments had no vendor fixes.

In the past several years, a flood of vulnerabilities has hit industrial control systems (ICS) - the technological backbone of electric grids, water supplies, and production lines. Unfortunately, security personnel from manufacturing, energy, water and other industries are often unaware of their own control system assets, not to mention the vulnerabilities that affect them. As a result, organizations operating these systems are missing the warnings and leaving their industrial environments exposed to potential threats.

NEW STRAIN OF CYBER-ESPIONAGE SOFTWARE FOUND BY RESEARCHERS

FRANKFURT: A previously unknown hacking group variously dubbed "Strider" or "ProjectSauron" has carried out cyber-espionage attacks against select targets in Russia, China, Iran, Sweden, Belgium and Rwanda, security researchers said yesterday. The group, which has been active since at least 2011 and could have links to a national intelligence agency, uses Remsec, an advanced piece of hidden malware, Symantec researchers said in a blog post.

Remsec spyware lives within an organization's network rather than being installed on individual computers, giving attackers complete control over infected machines, researchers said. It

enables keystroke logging and the theft of files and other data. Its code also contains references to Sauron, the all-seeing title character in The Lord of the Rings, Symantec said. Strider is the nickname of the fantasy trilogy's widely travelled main character Aragorn. Separately, Moscow-based Kaspersky Lab has labeled the same group using the Remsec spyware as "ProjectSauron". The newly discovered group's targets include four organizations and individuals located in Russia, an airline in China, an organization in Sweden and an embassy in Belgium, Symantec said.

Kaspersky said it had found 30 organizations hit so far in Russia, Iran and Rwanda, and possibly additional victims in Italian-

speaking countries. Remsec targets included government agencies, scientific research centers, military entities, telecom providers and financial institutions, Kaspersky said.

"Based on the espionage capabilities of its malware and the nature of its known targets, it is possible that the group is a nation state-level attacker," Symantec said, but it did not speculate about which government might be behind the software.

Despite headlines that suggest an endless stream of new types of cyber-spying attacks, Orla Fox, Symantec's director of security response said the discovery of a new class of spyware like Remsec is a relatively rare event, with the industry uncovering no

more than one or two such campaigns per year. Remsec shares certain unusual coding similarities with another older piece of nation state-grade malware known as Flamer, or Flame, according to Symantec. Kaspersky agreed that the same group it calls ProjectSauron appears to have adopted the tools and techniques of other better-known spyware, including Flame, but said it does not believe that ProjectSauron and Flame are directly connected.

Flamer malware has been linked to Stuxnet, a military-grade computer virus alleged by security experts to have been used by the United States and Israel to attack Iran's nuclear programme late in the last decade. — Reuters