



The 2011 Global Outsourcing 100

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The
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100

TRANSFORMING THE CORPORATION

Global outsourcing is catalyzing vast changes in the way multinationals manage strategic functions of the organization.

NOT LONG AGO, skeptics of the global outsourcing trend warned it might suffer a reversal of fortune amid the economic downturn. Instead, the sluggish economy has accelerated outsourcing's growth by focusing attention on two key value drivers: cost-efficiency and performance. Members of the International Association of Outsourcing Professionals (IAOP) report a 24% jump in last year's business volumes alone. The Global TPI Index—which measures commercial outsourcing contracts valued in excess of \$25 million—puts total revenues for 2010 at \$93 billion. The reason for outsourcing's vibrant boom, concludes Michael Corbett, IAOP chairman, is the range of benefits it confers,

which go well beyond cost savings. "Corporations see outsourcing as a way to access the latest technologies and expertise," says Corbett. "It also gives them the ability to scale vital business functions and processes up or down and at a moment's notice. This type of flexibility is priceless in an increasingly volatile world."

A decade ago, most outsourcing involved easily commoditized functions—data entry, for instance. "Outsourcing has evolved," says Anoop Sagoo, head of business process outsourcing at Accenture, "from a tactical way for companies to save money or initiate new capabilities to an integral part of the corporate strategic agenda." The industry has expanded to include a

wide range of skill- and knowledge-intensive activities. "It is a way to access top talent wherever it exists around the world," adds Charles L. Aird, head of global shared services and outsourcing at PricewaterhouseCoopers.

As a result, many corporations now view outsourcing as a way of intensifying focus on their core capabilities by delegating near-core functions to the outside service providers who specialize in them. "Our clients today are looking for more than just a supplier," says Michel Landel, CEO of Sodexo Group, the world leader in Quality of Daily Life Solutions. Sodexo provides an array of integrated services such as concierge services, maintenance and cleaning, food services, incentive gift cards, and many others that enhance productivity and daily living at corporations, government agencies, schools, hospitals, assisted living facilities, military bases, remote sites, and correctional facilities. As Landel sums it up: "Companies are seeking a credible, strategic partner capable of integrating their business-critical processes and intervening directly in their value chain." Headquartered in France, Sodexo is among the largest companies in service solutions, with 380,000 employees in 80 countries.

For organizations that have adopted global outsourcing, here are some key industry trends to watch:

1

THE FOCUS IS ON RISK ARBITRAGE.

These days more companies are avoiding investing in new systems or operations that might anchor them to a particular geography, technology, or rigid supply chain. Consider this year's epic earthquakes in Japan, currency uncertainties in the Eurozone, the cloudy status of U.S. financial regulatory reform,



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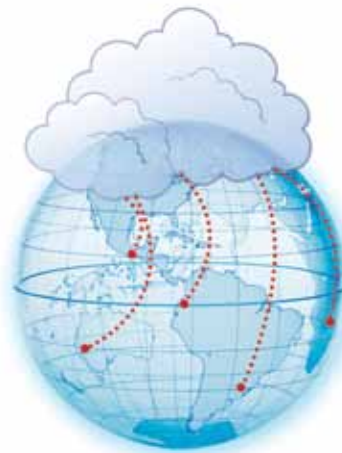
THE AVERAGE
REVENUE
GROWTH FOR
COMPANIES ON
THE GLOBAL
OUTSOURCING
100 LAST YEAR.

SOURCE: IAOP

and new social media technologies such as Facebook and Twitter. Little wonder that flexibility and adaptability are corporate imperatives. Even the largest service providers in India now have operating centers dispersed throughout the world to stay close to their customers and protect them against service disruption in the event of natural disasters, supply chain impediments, and other unforeseen developments.

Companies now turn to service providers in many different regions around the world to diversify their talent base and hedge against unexpected obstacles that might arise in any one area. Witness the emergence of IBA Group in Eastern Europe as a leading global provider of IT products and services—everything from software engineering and system migration to complex multiplatform projects. Since it was founded in 1993, IBA has become an important partner of such titans as IBM, SAP, Goodyear, Rockwell Automation, and Fujitsu Technology Solutions, thanks to the local trove of engineering talent and competitive wage basis. The company is based in Prague but has operating centers in Belarus and throughout Eastern Europe. “Our customers need to keep up with the pace of technological change without the high fixed costs of internal IT systems,” says Sergei Levteev, CEO of IBA. “We give them unsurpassed products and services, plus a depth of engineering talent they would be hard-pressed to find elsewhere.”

Hedging against another potential hazard—the risk that variations in standards, processes, and quality among a company’s various internal operating units might undermine efficiency, profitability, and even brand reputation—has become another industry driver. According to Accenture’s Sagoo, outsourcing to a leading service provider tends to bring increased management control and better quality. As he explains, by delegating a complex business process to an expert provider, a company can circumvent the disparate standards and procedures of its internal operating units and substitute the outside service provider’s superior platform, which usually imposes common standards and improved transparency.



2 CLOUD COMPUTING IS REINVENTING IT OUTSOURCING.

Cloud computing epitomizes the transformational potential of outsourcing. Although definitions of “the cloud” can vary widely, it boils down to the ability of companies to rent information technology capacity and services instead of buying or building them internally. Industry analyst Ben Pring of Gartner forecasts that the market for cloud services will more than double, to \$149 billion by 2014 from \$68 billion last year. “For corporations, most questions about IT used to revolve around one simple decision: make versus buy,” notes Leslie Willcocks, Ph.D., a professor of information systems and innovation at the London School of Economics. “Now the rental model’s appeal is becoming evident.”

The technology offers companies of all shapes and sizes ready access to data storage, processing capacity, software, services, and IT development from outside vendors with leading-edge know-how and computing power. It enables even small companies to access state-of-the-art IT capacity and services. They can squeeze their IT budgets by paying for services only as they use them, or they can order up highly customized services contractually from leading IT providers.

As an example, any consumer who opens an account or receives a bill for telephone, cable, or satellite TV may well be having an experience powered by Amdocs. The leading global provider of customer experience solutions for communications service providers, Amdocs offers a comprehensive portfolio of business and operational support systems and services—including consulting, systems integration, and managed services. Amdocs serves customers in more than

60 countries, several in a managed services model, including some of the world’s leading providers, such as AT&T (U.S.), Bell Canada, and T-Mobile U.K. Says Eitan Gelbaum, Amdocs vice president for marketing and strategy, Global Strategic Sourcing: “We provide turnkey solutions for our customers’ mission-critical operations. Communications leaders around the world look to us for help in offering better consumer experiences and driving their growth and profitability.”

GLOBAL STAR SEARCH

Eastern Europe's wealth of engineering talent has made IBA a leading IT outsourcing partner for multinationals.

COMPANIES TODAY are forced into a difficult juggling act: minimizing costs while also maximizing performance and innovation. IBA Group—among Eastern Europe's largest providers of information technology services—is known for helping them accomplish all that, with 2,500 IT and business professionals and expertise ranging from software outsourcing to proprietary software and hardware products.

IBA is an acknowledged expert in complex multiplatform projects, mainframe software, and legacy systems migration. "The IT market is dynamic and volatile, and it's hard to predict what new customer needs will arise tomorrow," observes IBA Group president Sergei Levteev. "Only an IT service provider with optimized business processes and a proven history of customer interaction, responsiveness, and ingenuity can get the job done." That's IBA in a nutshell.

IBA serves clients in more than 30 countries, through development centers in Belarus and the Czech Republic and offices in the U.S., Germany, Russia, Cyprus, Bulgaria, and Kazakhstan. U.S. and Western European companies need to access Eastern Europe's wealth of engineering talent, strong employee loyalty,

and competitive pricing. And, as the region's most respected and experienced IT service provider, IBA helps them do that, with a diverse portfolio of offerings and an unsurpassed ability to solve clients' IT challenges.

Global giants like IBM, SAP, Goodyear, and Rockwell Automation partner with IBA on hundreds of projects in need of software engineering and product development services, software testing, migration assistance, and maintenance and support services. IBM, which has worked with IBA since 1993, has named the company a Premier Business Partner and one of its best-performing suppliers. Goodyear, too, has made IBA an integral partner in IT planning and execution, involving it in architectural and business process decisions from inception to completion.

Clients value IBA for its advanced technologies and knowledge of processes and management methodologies. In addition, the company is breaking new ground in the mobile and Internet service sectors. For example, IBA just launched a pioneering mobile banking system that allows users to execute financial transactions on their smartphones. IBA is also developing numerous iPad, iPhone, and other smartphone applications running on iOS and Android operating systems. At the

same time, it continues to pioneer business intelligence and corporate performance management systems, based on IBM Cognos, data warehousing, and ETL tools that help companies monitor and assess operations to keep them aligned with strategic goals.

IBA's array of proprietary products includes the IBA Information and Transaction Terminal, and Chancellor, its management system used by governments in Russia, Belarus, and throughout the CIS nations of Eastern Europe to automate government workflows, improve information exchange, and help organizations transition to flexible, effective workflow management.

IBA's formula for growth combines leading-edge technical skills and a reputation for consistent quality with dedication to devising and implementing world-class solutions for each customer's IT needs. "Our growth strategy is simple," says Levteev. "We form long-term partnerships with our customers and then serve each of them in the best possible way."

IBA
GROUP

IBA will solve your IT challenges.



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3 **"ALLSHORING" IS OCCURRING ALL OVER THE MAP.** Outsourcing is no longer just a matter of sending jobs abroad to low-wage countries. That's partly because outsourced activities increasingly involve higher-level skills, but it's also because in many instances the wage levels of workers in the U.S. and other developed nations are becoming more globally competitive. Mary Lacity, professor of information systems at the University of Missouri–St. Louis, has made studies of IT outsourcing in rural America, discovering a vibrant market that is growing by 200% to 300% a year. Rapid turnover among skilled IT workers can be a pressing problem, even in India, she explains, but U.S.-based service providers are tapping into an eager and unusually loyal workforce in rural communities such as Macon, Mo., and Jonesboro, Ark.—places where wage levels turn out to be globally competitive when overseas turnover rates are



factored in. "The chief complaint I hear from companies," Lacity notes, "is 'Why isn't rural U.S. outsourcing scaling faster?'"

"Our primary goal is to match the right talent pool with our clients' customer service requirements," says Bert Quintana, president and COO of Nashville-based Sitel, which operates more than 135 customer contact centers in 26 countries, with 52,000 employees speaking 36 languages. "Companies will always be under pressure to provide native-speaking service and support that's better, faster, and cheaper, but it's also vitally important that their customers

interact with service providers who have the right cultural sensitivities and soft skills—people with the ability to satisfy the unique service needs of each customer."

As the members of Generation Y become the target market of most marketing campaigns, the list of requisite "soft skills" now extends beyond the telephone to things

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like e-mail, texting, Twitter, and other new media. “Our job is to harness people, process, and technology to enhance our clients’ customer intimacy,” Quintana insists. “We do that by recruiting the right people and giving them the best training, tools, and processes.”

Outsourcing giants such as Sitel increasingly employ people with advanced skills and expertise in developed countries as well as developing ones—a growing trend known as global sourcing, or “allshoring.” “People reflexively connect the outsourcing trend with India,” observes IAOP’s Corbett, “but, in fact, all of the large, established Indian outsourcing firms—whether it’s Tata Group, Wipro Technologies, or Genpact—now have operations centers around the world.”

4 MORE COMPANIES ARE BUNDLING SERVICES. Understanding the customer and anticipating his or her needs is the all-important key to success for outsourcing companies, so it only makes sense that once a close and trusted relationship has been established, corporations often want the service provider to handle more than one

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2	KPMG
3	TPI
4	KIRKLAND & ELLIS
5	EQUATERRA
6	PWC
7	BOOZ & COMPANY
8	AVASANT
9	QUINT WELLINGTON REDWOOD
10	MORRISON & FOERSTER
11	DELOITTE OUTSOURCING ADVISORY SERVICES
12	GARTNER
13	MAYER BROWN
14	BAKER & MCKENZIE
15	PACE HARMON
16	ZINNOV MANAGEMENT CONSULTING
17	ARCHSTONE CONSULTING
18	SHEPPARD MULLIN
19	EVEREST GROUP
20	PILLSBURY WINTHROP SHAW PITTMAN

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Amdocs is the leader in customer experience systems for the connected world.

L **EADING OUTSOURCE** vendors have to provide more than products and services. They also must establish trusted partnerships with customers to help them innovate and grow their business. Amdocs, the longtime leader in customer experience systems for the communications industry, can attest to that.

“It’s about helping our customers transcend technology challenges to constantly innovate and

provide a quality experience for their customers,” explains Eitan Gelbaum, Amdocs vice president for marketing and strategy, Global Strategic Sourcing.

Amdocs is a \$3 billion global company, offering communications service providers a comprehensive portfolio of business and operational support systems and services, including consulting, systems integration, and managed services. With more than 19,000 employees, Amdocs

serves customers in more than 60 countries, several in a managed services model, including some of the world’s leading providers, such as AT&T (U.S.), Bell Canada, Elisa (Finland), and T-Mobile U.K.

If you’ve ever opened a telephone, mobile, or cable-TV account or received a bill, Amdocs may well have enabled it. Amdocs has been serving the needs of service providers for nearly 30 years. Its singular focus on the communications industry gives it a leg up in partnering with the industry.

For five straight years, the International Association of Outsourcing Professionals has ranked Amdocs in its Leaders category for outsourcing excellence, and this year, it’s ranked among the top 15 firms. “We work hard to deserve that reputation,” says Gelbaum. “We see it as both an honor and an obligation.”

amdocs

The 2011 Global Outsourcing 100

function. It is also a good way to control costs by getting economies of scale. That is why during the last 12 months, IAOP has seen a doubling of this phenomenon by its members—especially in the facilities services, technology management, and back-office-operations sectors. Such bundling of services is a major source of business growth for ISS Group, among the world's largest privately held concerns with some 520,000 employees in more than 50 countries. Founded in 1901 as a small Copenhagen security firm, ISS now offers everything from cleaning, property, catering, support, and security services to facility management.

What all these services have in common, explains Lars Sandahl Sørensen, ISS senior vice president and group chief commercial officer, "is that there are ways for companies to remind employees and customers they genuinely care about people's welfare. We don't just clean windows, maintain air conditioning, serve food, and run the reception area. We add value by making people happy—and by reminding them in a thousand little ways that the company cares about their quality of life. In essence, our business is about

understanding what's important to each customer and then mapping out where we can contribute." Increasingly, Sørensen says companies conclude that having a supplier like ISS perform multiple support functions is preferable to contracting for them with five or six different vendors. Not only does it save money and add more value, he notes, but also managing a single provider relationship invariably works better.



5 THERE IS A PREMIUM ON CORPORATE STEWARDSHIP. Outsourcing is also a tool for advancing corporate social responsibility (CSR)

goals and doing good things for communities globally. The top 200 outsourcing firms provide employment for more than 4 million people, a third of them in the U.S. Moreover, most are keenly aware that their client companies feel strongly about CSR goals and practices—for themselves as well as their vendors.



The best outsourcing firms aggressively pursue CSR policies wherever they do business, advancing the health and welfare of employees and their families, communities, and the environment. Sodexo, the international leader in Quality of Daily Life Solutions, has made its expertise in CSR both a corporate priority and a strategic advantage. "Whether it's promoting nutrition, health, and wellness, supporting the development of local communities, or preserving the environment, our solutions not only increase client retention but help us to win new business. Clients look to us to help them achieve their own sustainability objectives," says Damien Verdier, Sodexo executive vice president and chief marketing officer. "Because we work with our clients 24/7 and are strongly committed to our Better Tomorrow Plan (Sodexo's sustainability initiative), we're in a unique position to help clients tackle these important concerns."

"Done right, outsourcing can provide tremendous social benefits," argues Ron Babin, associate director of the Ted Rogers School of IT Management at Canada's Ryerson University. "It's a mechanism for distributing wealth on a global basis, providing training, education, and middle-class jobs." Says Accenture's Sagoo: "Sustainability and supporting the well-being of our people—those are key considerations for us around the world. We've done a lot to support economic growth and people's personal development in emerging markets. And we're proud of it."

What does the future hold for the outsourcing industry? Now that it's a firmly entrenched strategy for companies of all shapes and sizes, it will likely continue growing across regions and areas of expertise. Such are its advantages that companies will find themselves thinking long and hard about whether their internal capabilities in many areas are really as good or as cost-efficient as what outside service providers can offer. Put another way, outsourcing is certain

to accelerate the trend toward business partnerships—the best talent from different organizations working hand in hand to accomplish the extraordinary. ●

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To all 522,835 employees – Thank you!

Service Delivery Excellence is the backbone of ISS. Our 522,835 employees are all equipped, enabled and empowered with the license to act upon customer needs.

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Every day ISS employees work as an integrated part of our customers' organizations, ensuring that service value is created through customized service solutions based on valued customer partnerships.

With operations in more than 50 countries ISS provides services within six different areas: Facility Management, Catering, Security, Cleaning, Property and Support Services.

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METHODOLOGY

Scoring is based on a review of applications by an independent panel of judges with some additional fact-checking. Final ranking is based on a weighted average of four distinguishing characteristics: size and growth rate, customer references, demonstrated competencies, and management capabilities.

IAOP GLOBAL OUTSOURCING 100 LEADERS

NO.	COMPANY	WEBSITE	SERVICES/KEY STRENGTH*	
1	ACCENTURE	accenture.com	IT & Comm. Mgmt.	BP
2	ISS	issworld.com	Facility Svcs.	BP
3	SODEXO	sodexo.com	Facility Svcs.	CR
4	INFOSYS TECHNOLOGIES	infosys.com	IT & Comm. Mgmt.	BP
5	CONVERGYS	convergys.com	CRM	BP
6	CB RICHARD ELLIS	cbre.com	Real Estate & Asset Mgmt.	MC
7	CSC	csc.com	IT & Comm. Mgmt.	CR
8	NCR	ncr.com	IT & Comm. Mgmt.	DC
9	WIPRO TECHNOLOGIES	wipro.com	IT & Comm. Mgmt.	DC
10	JOHNSON CONTROLS	johnsoncontrols.com	Facility Svcs.	DC
11	AMDOCS	gss.amdocs.com	IT & Comm. Mgmt.	DC
12	ARAMARK	aramark.com	Food Service & Refreshments	DC
13	GENPACT	genpact.com	Financial Mgmt.	CR
14	CAPGEMINI	capgemini.com	IT & Comm. Mgmt.	DC
15	AEGIS	aegisglobal.com	CRM	CR
16	COLLIERS INTERNATIONAL	colliers.com	Real Estate & Asset Mgmt.	CR
17	PCCW SOLUTIONS	pccwsolutions.com	IT & Comm. Mgmt.	BP
18	DIEBOLD	dieboldintegratedservices.com	Indus.-Specific Svcs.	DC
19	CGI GROUP	cgi.com	IT & Comm. Mgmt.	MC
20	HCL TECHNOLOGIES	hcltech.com	IT & Comm. Mgmt.	MC
21	CERIDIAN	ceridian.com	HR Mgmt.	DC
22	WILLIAMS LEA	williamslea.com	Document Mgmt.	DC
23	CPA GLOBAL	cpaglobal.com	Legal	DC
24	OCÉ BUSINESS SERVICES	obs-innovation.com	Document Mgmt.	BP
25	EMCOR GROUP	emcorgroup.com	Facility Svcs.	MC
26	ITC INFOTECH	itcinfotech.com	IT & Comm. Mgmt.	BP
27	NEUSOFT	neusoft.com	Indus.-Specific Svcs.	DC
28	AON HEWITT	aonhewitt.com	HR Mgmt.	MC
29	SUTHERLAND GLOBAL SERVICES	sutherlandglobal.com	CRM	DC
30	TIVIT	tivit.com.br	Document Mgmt.	BP
31	XCHANGING	xchanging.com	Indus.-Specific Svcs.	DC
32	JONES LANG LASALLE	joneslanglasalle.com	Real Estate & Asset Mgmt.	MC
33	VANCEINFO	vanceinfo.com	R&D	CR
34	INSPUR	inspur.com	IT & Comm. Mgmt.	BP
35	HEWLETT-PACKARD	h10134.www1.hp.com	Indus.-Specific Svcs.	MC
36	FIRSTSOURCE	firstsource.com	Indus.-Specific Svcs.	DC
37	STREAM GLOBAL SERVICES	stream.com	CRM	MC
38	SOFTTEK	softtek.com	IT & Comm. Mgmt.	MC
39	HISOFT TECHNOLOGY INT'L	hisoft.com	R&D	CR
40	INSIGMA	insigmaus.com	IT & Comm. Mgmt.	BP
41	TELETECH HOLDINGS	teletech.com	CRM	DC
42	LIONBRIDGE	lionbridge.com	R&D	CR
43	CUSHMAN & WAKEFIELD	cushwake.com	Real Estate & Asset Mgmt.	MC
44	SPI GLOBAL	spi-global.com	Document Mgmt.	DC
45	UNISYS	unisys.com	IT & Comm. Mgmt.	DC
46	TRANSCOSMOS	trans-cosmos.co.jp	CRM	CR
47	CPM BRAXIS	cpmbraxis.com	IT & Comm. Mgmt.	DC
48	SYNTEL	syntelinc.com	IT & Comm. Mgmt.	CR
49	DONLEN	donlen.com	Corporate Svcs.	MC
50	NCS	www.ncs.com.sg	IT & Comm. Mgmt.	DC
51	CASSIDY TURLEY	cassidyturley.com	Real Estate & Asset Mgmt.	MC

*KEY STRENGTH

BP = Balanced Performance CR = Customer References DC = Demonstrated Competencies MC = Management Capabilities

NO.	COMPANY	WEBSITE	SERVICES/KEY STRENGTH*	
52	ZENSAR TECHNOLOGIES	zensar.com	IT & Comm. Mgmt.	BP
53	IGATE GLOBAL SOLUTIONS	igate.com	IT & Comm. Mgmt.	BP
54	NCO GROUP	ncogroup.com	CRM	MC
55	SITEL	sitel.com	CRM	CR
56	CYBAGE SOFTWARE	cybage.com	IT & Comm. Mgmt.	CR
57	EPAM SYSTEMS	epam.com	IT & Comm. Mgmt.	CR
58	RR DONNELLEY GLOBAL SERVICES	rrdonnelley.com	Document Mgmt.	CR
59	IBA GROUP	iba-it-group.com	IT & Comm. Mgmt.	BP
60	STEFANINI IT SOLUTIONS	stefanini.com	Indus.-Specific Svcs.	DC
61	HEADSTRONG	headstrong.com	IT & Comm. Mgmt.	MC
62	MASTEK	mastek.com	IT & Comm. Mgmt.	BP
63	ADITYA BIRLA MINACS	minacs.adityabirla.com	CRM	BP
64	NEORIS	neoris.com	IT & Comm. Mgmt.	MC
65	TOWERS WATSON	towerswatson.com	HR Mgmt.	BP
66	ADVANCED TECHNOLOGY SERVICES	advancedtech.com	Facility Svcs.	BP
67	PATNI COMPUTER SYSTEMS	patni.com	IT & Comm. Mgmt.	DC
68	ORACLE FINANCIAL SERVICES	oracle.com/us/industries/financial-services	Transaction Proc.	DC
69	VERTEX GROUP	vertexgroup.com	CRM	BP
70	CHINASOFT INTERNATIONAL	chinasofti.com	Indus.-Specific Svcs.	CR
71	HINDUJA GLOBAL SOLUTIONS	hindujagsl.com	CRM	DC
72	SEI	seic.com	Transaction Proc.	MC
73	DEXTRYS	dextrys.com	R&D	DC
74	HOV SERVICES	hovservices.com	Indus.-Specific Svcs.	CR
75	ICG COMMERCE	icgcommerce.com	Corporate Svcs.	CR

GLOBAL OUTSOURCING 100 **RISING STARS**

NO.	COMPANY	WEBSITE	SERVICES/KEY STRENGTH*	
76	INTETICS	intetics.com	R&D	CR
77	SCICOM	scicom-intl.com	CRM	BP
78	AURIGA	auriga.com	R&D	BP
79	CINET INTERNATIONAL	cinet.com	IT & Comm. Mgmt.	CR
80	GLOBANT	globant.com	IT & Comm. Mgmt.	MC
81	XCEED	xceedcc.com	Transaction Proc.	MC
82	GLOBAL EPROCURE	globaleprocure.com	Corporate Svcs.	CR
83	SYNYGY	synygy.com	Transaction Proc.	MC
84	BLEUM	bleum.com	R&D	MC
85	GRUPO ASSA	grupoassa.com	IT & Comm. Mgmt.	CR
86	M&Y GLOBAL SERVICES	myglobalservices.com	Indus.-Specific Svcs.	CR
87	GRUPO PROMINENTE	grupoprominente.com	IT & Comm. Mgmt.	CR
88	SOFTSERVE	softserveinc.com	IT & Comm. Mgmt.	MC
89	RESOURCE PRO	resourcepro.com	Transaction Proc.	MC
90	CHINA TALENT GROUP	chinaltalentgroup.com	HR Mgmt.	MC
91	FREEBORDERS	freeborders.com	IT & Comm. Mgmt.	DC
92	ITTRANSITION	ittransition.com	IT & Comm. Mgmt.	CR
93	EMERIO GLOBESOFT	emeriocorp.com	HR Mgmt.	MC
94	ARTEZIO	artezio.com	IT & Comm. Mgmt.	CR
95	ERICPOL TELECOM	ericpol.com	R&D	BP
96	EXTENSYA	extensya.com	Indus.-Specific Svcs.	BP
97	NAGARRO	nagarro.com	IT & Comm. Mgmt.	CR
98	API OUTSOURCING	apifao.com	Financial Mgmt.	CR
99	TEAM INTERNATIONAL	teaminternational.com	IT & Comm. Mgmt.	CR
100	DATROSE	datrose.com	HR Mgmt.	MC

45%

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SOURCE: IAOP

The Outsourcing Hall of Fame



Sandy Ogg, former chief human resource officer, Unilever and William F. Concannon, president - global corporate services, CB Richard Ellis were presented with The 2011 Outsourcing Hall of Fame award by Debi Hamill, senior managing director, IAOP; Atul Vashistha, COP, CEO of Neo Advisory and chair of IAOP's Advocacy & Outreach Committee; and Michael F. Corbett, chairman, IAOP at IAOP's Outsourcing World Summit in Indian Wells, California on February 22, 2011.

OUTSOURCING HALL OF FAME

IAOP's Outsourcing Hall of Fame is one of the most prestigious awards available to individuals working in the field of outsourcing.

The Hall of Fame recognizes individuals not only for their contributions to the management practice and industry of outsourcing, but to society at-large through outsourcing.

On behalf of IAOP's global community and outsourcing professionals around the world, IAOP congratulates its 2011 inductees.

IAOP: IMPROVING OUTSOURCING OUTCOMES BY CONNECTING YOU TO THE RESOURCES YOU NEED

IAOP® is the global, standard-setting organization and advocate for the outsourcing profession.

With a global community of more than 110,000 members and affiliates worldwide, IAOP is the leading professional association for organizations and individuals involved in transforming the world of business through outsourcing, offshoring and shared services.

A Global Community, IAOP has members in nearly 50 countries. Each member has direct, online access to other members and to IAOP's entire portfolio of services, including its vast chapter network, regional-level events such as The Outsourcing World Summit®, and training and certification programs like the Certified Outsourcing Professional® (COP).

MEMBERSHIP

Customer Corporate Membership provides organization-wide access to the association's research, training, certification and

networking programs — all designed to help companies achieve better business results through outsourcing.

Provider/Advisor Corporate Membership provides the same organization-wide benefits of Customer Corporate Membership, but also includes member-only sponsorship opportunities that serve the marketing and business development needs of these companies.

Professional Membership is available to individuals either as part of their company's corporate membership or on an individual basis. This membership serves the needs of practitioners working in the field of outsourcing whether as customers, providers or advisors. In addition, it provides these professionals with direct, personal access to association services.

To learn more about IAOP, visit www.iaop.org.

