



INTERNATIONAL ASSOCIATION OF
OUTSOURCING PROFESSIONALS

*Building the Future of Outsourcing
as a Profession and as an Industry*

IAOP Member Resource Guide



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The International Association of Outsourcing

Professionals (IAOP) is the global, standard-setting organization and advocate for the outsourcing profession. IAOP's global membership encompasses hundreds of organizations from around the world representing almost every industry segment and functional activity. In total, more than 48,000 individuals working in the outsourcing field are members or users of the association's services. Through its professional and ethical standards, the Certified Outsourcing Professional (COP) Program, educational programs including The Outsourcing World Summit®, and recognitions such as The Outsourcing Hall of Fame and The Global Outsourcing 100, IAOP is advancing one of the 21st century's most important new management fields — outsourcing.

Quick Facts

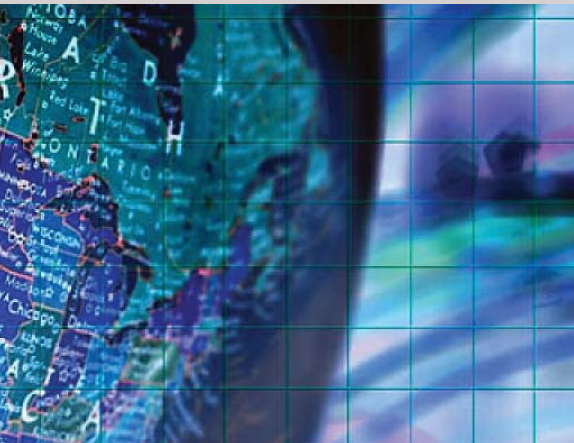
IAOP is the field's first and most prestigious truly global professional membership organization. Through its research, training, standards, certification and networking programs, IAOP literally is changing the face of outsourcing.

IAOP is the only organization guided by one of the field's preeminent thought-leaders. Michael F. Corbett is a world renowned pioneer in outsourcing whose work has helped shape the outsourcing programs at companies like American Express, General Motors, GlaxoSmithKline, Hallmark Cards, Lockheed Martin, Sentara Health Systems, the U.S. Navy, and United Technologies.

IAOP is supported by some of the world's most influential outsourcing customers, providers and advisors – companies like Accenture, ACS, Applied Materials, BC Hydro, Best Buy, Booz Allen Hamilton, CB Richard Ellis, Chrysler, Colliers, General Motors, Genpact, Engelhard Corporation, Hewlett-Packard, Johnson & Johnson, Kirkland & Ellis LLP, Morgan Stanley, Motorola, neIT, Nike, Pratt & Whitney, PA Consulting, PricewaterhouseCoopers, Procter & Gamble and Sterling Commerce.

IAOP's programs reach an extensive network of outsourcing professionals. The association's annual event, The Outsourcing World Summit®, is the field's leading executive conference — held 21 times on four continents since 1998. The 2008 Outsourcing World Summit was attended by almost 700 delegates, representing 344 companies from 35 countries around the globe.

IAOP publishes one of the Web's most popular outsourcing portals, Firmbuilder.com®. IAOP's Knowledge Center, Firmbuilder.com, receives more than 100,000 annual visitors and has more than 48,000 registered members.



"Organizations now spend almost US\$6 trillion globally on outsourcing."

IAOP's Chapter network is one-of-a-kind and global. All IAOP's members may participate in any and all of IAOP's chapters around the world in business centers like Chicago, Dallas, London, Madrid, New York, San Francisco, Shanghai, Sydney and Washington, DC. They also participate in special interest chapters organized by industry, like healthcare and travel/transportation, and by special topic, like sales & marketing, governance, data security, and human capital.

IAOP: Bringing the Best Together

IAOP's members come from a cross section of the professional community and include executives and managers from small niche players to the Fortune 500®. These professionals combine the vision and expertise it takes to design, implement, and manage their company's global corporate ecosystem with their passion for the industry. This new breed of outsourcing professional enhances their company's success and their own career by taking advantage of a wide array of association services including networking, research, training and certification.

Why IAOP and Why Now?

Outsourcing is not only here to stay, its use is expected to increase dramatically in the years to come. As globalization inextricably links the world's economies, few, if any, companies are going to be able to meet the challenges they face by relying solely on their own internal resources. Working with partners, and getting the most out of those relationships, may be the most effective way for businesses to leverage what they're best at to compete successfully in an increasingly diverse, dynamic, and competitive global marketplace. But for outsourcing to continue to expand across business as projected, companies are going to want to see ever-better, more consistent results. They'll want more from outsourcing than simple cost savings and contractually-based service levels. Outsourcing will need to produce a dynamic network of global partners able to adapt to changing situations. At the same time, the total cost of outsourcing will need to be driven down. Customers and providers alike are already beginning to struggle with the burden of managing increasingly complex outsourcing relationships across multiple organizations with multifaceted interfaces. Most importantly, for the amount of outsourcing to increase as anticipated, the outsourcing success rate will need to rise even faster. If it doesn't, then the weight of failed contracts ultimately could make outsourcing too expensive, at any price. Addressing these challenges is going to require a new breed of outsourcing professionals: professionals who can help their companies step up their game; professionals who can take the lead in senior manager discussions on topics like policy setting, opportunity identification, execution, governance, and quality assurance; professionals who have the skills, resources and methodologies it takes to create superior results. These outsourcing professionals are needed not just in the organizations doing the outsourcing, but in the companies they outsource to, and in the consultancies they hire.



The International Association of Outsourcing Professionals (IAOP) is dedicated to the development of outsourcing as a profession and of outsourcing professionals as its leaders. Its mission is clear: to help organizations increase their outsourcing success rate, improve their outsourcing return on investment (ROI), and expand their outsourcing opportunities across the business.

Focusing Our Resources

Professional Standards, Training and Certification. Standards are the base. They set the bar for what it means to be an outsourcing professional in terms of both professional expertise and business practices. Training then enables outsourcing professionals to develop the requisite skills. Certification enables outsourcing professionals to demonstrate and be formally recognized for the capabilities they've developed. Similarly, standards for company-wide outsourcing processes are being developed that outsourcing professionals can use to certify their organization's overall management systems.

Research. IAOP is developing a comprehensive research agenda geared toward not only today's best practices, but tomorrow's next practices. The key is to provide members access to a continuous stream of unbiased reporting. Topics include: industry trends; developing practices; benchmark data on the structure, pricing, and management systems for outsourcing agreements, as well as the results obtained; and professional data on careers, responsibilities and salaries.

Member Networking and Knowledge-Sharing. Networking is essential to developing the field and the profession. To be valuable, knowledge-sharing is needed not only between individuals with common backgrounds, but by individuals across different functional areas, industries, borders and cultures. Under a strict non-solicitation policy, networking and knowledge-sharing is facilitated through IAOP's global chapter structure, its annual Outsourcing World Summit, its online information exchanges, IAOPNetwork and Customer Network, and direct member-to-member exchanges enabled by its global, online members' directory.

Advocacy. To continue to be successful, the outsourcing field needs to develop a positive brand image. Currently, it lacks a well-publicized, sustainable message that addresses the issues posed by all the various groups involved — customers, providers, unions, politicians and others. Work is needed to change the perception that outsourcing is just labor arbitrage. Advocacy also means recognizing, through highly valued industry awards, organizations and individuals that are making significant contributions to the field.

To learn more visit www.outsourcingprofessional.org.

IAOP: Changing the Face of Outsourcing

IAOP is using the power of the global community of outsourcing professionals — customers, providers and advisors alike — to develop and continuously improve the field's ability to measure outsourcing success in quantifiable terms and to identify, standardize, train and certify organizations and professionals in the processes and technologies shown to produce superior results.

It is this outcomes focus that differentiates IAOP. IAOP is changing the face of outsourcing by moving it from an opinion-based to a fact-based management discipline. All of IAOP's programs and services are directed toward this goal.

Along the way, IAOP also is building the largest, most active global network of individuals involved in outsourcing, setting the de facto standard for expertise and professionalism, and shaping the future of the field and of the industry.

IAOP Structure

IAOP's Chairman, Michael F. Corbett, works with a strategic advisory board made up of global leaders in the field to set the association's overall program and operations. Four committees — Research; Training & Certification; Member Services; and Advocacy & Outreach — provide additional focus in these specific areas.

IAOP offers membership at the company, professional (individual) and student levels.

IAOP also has established a separate not-for-profit organization, the Outsourcing Standards Board (OSB), to define industry-wide organizational and professional standards and certification processes.

Annually, IAOP produces one of the field's best-known and most highly-regarded international conferences, The Outsourcing World Summit.

For the latest information about IAOP and its programs visit www.outsourcingprofessional.org.

IAOPNetwork & Customer Network

The IAOPNetwork & Customer Network offer you immediate access to your colleagues around the world. These networks are places to discuss issues, solve problems and learn from other members. The quality of both networks depends on the input that each member contributes. Ask questions and make comments from which all IAOP members will benefit. The IAOPNetwork is used exclusively by IAOP members and the recently-launched Customer Network adheres to the same principles, but is limited to only those members who are buyers of outsourcing services.

To **subscribe** to the IAOPNetwork or Customer Network sign on to www.outsourcingprofessional.org with your member email address and password. For the IAOPNetwork, select EDIT next to your Member Profile, check the 'IAOPNetwork' selection box, and click CONTINUE. For the Customer Network, ensure your role is set to 'Customer,' click the appropriate selection box to participate and click CONTINUE.

To **post a message** to the IAOPNetwork, send your posting to network@outsourcingprofessional.org. To post a message to the Customer Network, please follow the directions once your profile has been updated. Please note that events you are hosting, webinars you may be conducting similar information should not be posted to either network. Instead, we have an Events section on our home page for that purpose for our Corporate Members, please reach out to IAOP to post that type of material.

To **unsubscribe** to either list sign on to the website with your member email address and password. Select EDIT next to your Member Profile, uncheck the appropriate selection box, and click CONTINUE.

If your "out of office" email response is active, please unsubscribe from one or both lists, since every person who posts to the list while you are away will receive your out-of-the-office message.

Both networks are "semi-moderated", meaning that while participants are able to post directly to the list, list administrators receive all messages and reserve the right to:

- Determine what constitutes disruptive behavior and gauge the severity of the abuse
- Insist upon adherence to the list's clearly stated purpose of discussing outsourcing industry-related topics, including publicly identifying specific threads and participants deemed to be inappropriate
- Temporarily block one or more members from use of the list
- Temporarily suspend list operations
- Permanently remove members from the list

This power is rarely exercised, as the list is actually self-moderating. Participants are encouraged not to tolerate inappropriate postings and to use private email (not public posts) to express their dissatisfaction with each other. It is further expected that posts made to the list will not contain excerpts from other people's private emails (unless with permission).





“IAOP Chapters provide an affinity group for members with specific interests. They are a forum for networking and information-sharing among these members and serve as a ‘center of knowledge’ in their area for all members.”

IAOP Chapters

IAOP’s chapters provide an affinity group for members with specific interests. They are a forum for networking and information-sharing among these members and serve as a ‘center of knowledge’ in their area for all members. All chapters are chaired by IAOP Corporate Members.

Chapter Chairs are a great resource for information regarding an area, an industry, or a topic. Chapter Chair contact information is available on each chapter page at www.outsourcingprofessional.org.

Chapters are organized by geography, industry, or by special topic. Each chapter has a charter which describes its focus, the value it creates for participating members, its structure and its operations.

IAOP members can participate in as many chapters as suit their interests.

Non-members who are interested in learning more about IAOP and the chapter network may attend a chapter meeting as a guest of IAOP by completing the “guest pass request” form on the IAOP website.

All chapter meetings must adhere to the IAOP non-solicitation policy:

Overt solicitation at events, use of the member list for non-approved business development or marketing, or sharing of member information with non-members without the approval of IAOP is strictly prohibited. Violation of this policy will result in immediate cancellation of membership, without refund, and the revocation of all rights, privileges and certifications associated with it.

Please refer to the website under ‘IAOP Chapters’ for the most current information on upcoming chapter meetings and webinars.

IAOP Member Logo

Corporate and individual members receive the IAOP Member Logo for use on their letterhead, business cards, and website. You can download the logos from the ‘My IAOP’ page of the website. Just sign on to www.outsourcingprofessional.org with your member email address and password. Click on a link to open a file, or right click to save the file to disk. Enclosed in your membership package are camera-ready art and guidelines for the logos.

Use of the IAOP logo signifies the highest level of professional expertise and conduct. Please read IAOP’s logo guidelines to ensure consistent use. IAOP’s standard logo can be used in two sizes. The ‘bug’ logo specifically is designed for use on business cards. When hyperlinking, please link to www.outsourcingprofessional.org.

Training and Certification

Members have direct access to the distinguished Certified Outsourcing Professional (COP)* designation, as well as several educational programs offered by the association. To earn the practitioner-based COP designation, candidates must demonstrate that they possess the experience and knowledge needed to ensure successful outsourcing outcomes. Complimentary COP Preparation Classes are held bi-monthly to inform potential designees on the elements, process and timeline for certification. The COP Master Class, a 4-day intensive learning experience for customers, vendors and advisors alike, educates executives on the entire Outsourcing Professional Body of Knowledge (OPBOK) and the Outsourcing Professional Standards. The COP Master Class is held via classroom globally and is available online through IAOP's Academic Alliance Partner, Syracuse University. Senior Executives charged with leading their firm's outsourcing and offshoring efforts may want to enroll in the "Successful Outsourcing and Offshoring Strategies" class being produced by IAOP and Academic Alliance Partner, Duke University.

*Membership in IAOP is not required for certification.

Members Directory

Search IAOP's online directory to view Corporate Listings for IAOP Member Service Providers and Advisors as well as Professional Member Listings for fellow IAOP members from around the world. The link for the 'Members Directory' can be found under 'Site Index.'

IAOP's Knowledge Center - Firmbuilder 2.0

Enjoy full access to IAOP's Knowledge Center. Just launched, Firmbuilder 2.0 is a more robust version of our Knowledge Center and includes advanced search features to make finding articles quicker and easier. Firmbuilder 2.0 is easily accessed under the 'Site Index.' As an IAOP Professional Member, you have unlimited access to Firmbuilder 2.0, one of the web's best resources on outsourcing. The site provides an online, ever-expanding repository of more than 600 articles, case studies and diagnostic tools.

Conferences and Meetings

The Outsourcing World Summit®, produced around the world since 1998, is the annual conference for IAOP members and discounted pricing is available for members online. The 2009 Outsourcing World Summit® will be taking place February 16-18, 2009 at La Costa Resort & Spa in Carlsbad, California. View the current program and register online at: www.outsourcingprofessional.org. Nearly 700 outsourcing professionals from around the world participated in The 2008 Outsourcing World Summit® and learned how outsourcing can help create change, enable growth and add value to their organizations.

Educational Forums in Europe and Asia currently are being planned for 2008 and 2009 starting with The 2008 European Outsourcing Summit,



being held in October in Barcelona, Spain. This two-day event features morning keynote sessions and concurrent in-depth afternoon educational sessions. In addition to social networking events, The 2008 European Outsourcing Summit will feature an Exhibition Hall, showcasing leading outsourcing service providers and advisors.

The Global Outsourcing 100

Produced annually by IAOP, The Global Outsourcing 100 features the best of today's leading outsourcing service providers and tomorrow's rising stars. Along with its publication by IAOP, the list appears in a special advertising feature in FORTUNE® magazine. Companies must demonstrate excellence in categories such as size and growth, customer experience, depth and breadth of competencies, and management capabilities. Because of the rigorous application and judging process employed, The Global Outsourcing 100 defines the standard for excellence in outsourcing service delivery and is the benchmark that helps executives gauge the strengths of industry providers.

The Outsourcing Hall of Fame

Induction into the Outsourcing Hall of Fame is one of the most prestigious honors available to individuals working in the outsourcing field. It is unique in that it recognizes individuals not only for their contributions to the management practice and industry of outsourcing, but just as importantly, for their contributions to the society at-large through outsourcing. Induction ceremonies take place annually at The Outsourcing World Summit.

Member of the Year

IAOP is rewarding significant member contribution to the association and to the outsourcing industry. This yearly award will showcase individuals who support IAOP's mission with their dedication and tireless effort. Congratulations to our Members of the Year for 2008! IAOP's Inaugural Member of the Year Awards were presented at The 2008 Outsourcing World Summit to Chicago Chapter Chair Neil Hirshman of Kirkland & Ellis LLP, and Pacific Northwest Chapter Co-Chair Kurt Kohorst of Safeco Insurance.

Best Practices and Benchmarks

IAOP produces annual reports on industry best practices as well as benchmark reports on key industry trends, such as services, pricing, contract terms, salaries, performance standards and related topics.

Advocacy and Outreach

IAOP advances outsourcing as a profession and as an industry through the work of its Advocacy & Outreach committee. Initiatives include maintaining a library of information for use by the press and government agencies and developing and expanding the career map for outsourcing professionals.

Overview of Benefits



“Our goal is to help ensure that outsourcing continues to grow as a profession and as an industry. And, most importantly, to make sure it delivers the value businesses expect and need.”

Michael F. Corbett, Chairman, IAOP

To make the most of your Professional Membership:

- Become an active participant of the IAOPNetwork
- Attend chapter meetings and webinars
- Utilize the content of Firmbuilder.com
- Begin the process toward earning the distinguished Certified Outsourcing Professional (COP) designation.
- Take advantage of member discounts on The Outsourcing World Summit, the COP Master Class and other educational programs produced by IAOP
- Promote your membership in the association to your colleagues by using the logo provided on your letterhead and business cards and wearing your IAOP pin.

The more people who become involved in IAOP, the more valuable your membership becomes!

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