

The 2011 Global Outsourcing 100®: IAOP's Annual Listing of the World's Best Outsourcing Service Providers and Advisors

As the global, standard-setting organization and advocate for the outsourcing professional, the International Association of Outsourcing Professionals® (IAOP®) annually produces the following research tools to help companies in their outsourcing decisions:



- The Global Outsourcing 100 – the sixth annual ranking of the world's best outsourcing service providers.
- The World's Best Outsourcing Advisors – the third annual ranking of the top outsourcing advisors and consultants.

About the Global Outsourcing 100 Lists:

The Global Outsourcing 100 and its sub-lists are essential references for companies seeking new and expanded relationships with the best companies in the industry. The lists include service provider and advisory companies from around the world that provide the full spectrum of outsourcing services — not just information technology and business process outsourcing, but also facility services, real estate and capital asset management, manufacturing and logistics. They include not only today's leaders, but also tomorrow's rising stars.

The World's Best Outsourcing Advisors is geared specifically toward companies that are outstanding global outsourcing advisors and consultants. In addition to being part of The Global Outsourcing 100 main list and sub-lists, the new list of advisors ranks the top consultant, legal and related advisory firms globally, and is a valuable reference tool for companies needing expert advice and guidance with their outsourcing projects.

Each company selected for The Global Outsourcing 100 will be recognized in spring 2011 in a special advertising feature in FORTUNE® magazine's FORTUNE 500 issue with its company name, a statement of its services, and Web site address. FORTUNE has a worldwide circulation of over one million and a readership in excess of five million.

How the Global Outsourcing 100 Lists are Developed

The evaluation process mirrors that employed by many top customers and considers four key criteria:

1. Size and growth in revenue, employees, centers/offices and countries served. Provider companies are separated into judging group by size (Leaders and Rising Stars) and are judged separately; advisory companies are judged together as one size group.
2. Customer experience as demonstrated through the value being created at the company's top customers.
3. Depth and breadth of competencies as demonstrated through industry recognition, relevant certifications and investment in the development of people, processes and technologies.
4. Management capabilities as reflected in the experience and accomplishments of the business' top leaders and investments in management systems that insure outsourcing success.

Similar to the request for proposal (RFP) process, companies are ranked on quality following a rigorously judged application process that examines multiple criteria. Judging is based on the information provided by each company on its application in combination with independent research and customer references. Applications and judging for service providers and advisors are separate. Judging is done by an independent panel organized each year by IAOP, and made up of industry experts with personal experience in selecting outsourcing service providers for their companies.

How Feedback is Provided

The non-ranked lists will be unveiled at The 2011 Outsourcing World Summit® held in February 2011. The rankings are released in the spring in FORTUNE magazine's FORTUNE 500 issue containing the special advertising section. At that time, IAOP will publish the ranked Global Outsourcing 100 list with all of the sub-lists and the ranked World's Best Outsourcing Advisors list on its Web site at www.iaop.org. The lists will remain as permanent references in the IAOP Outsourcing Professional Body of Knowledge (OPBOK).

Just prior to the ranking release, each applicant company will receive feedback in the form of a company profile showing: 1) how it scored in each critical judging area of its application (scoring on this part of the process is based only on comparisons to other applicants); 2) its rankings on either of The Global Outsourcing 100 lists; 3) inclusion on industry sub-lists; and 4) other key information about company service areas, certifications and recognitions. The company profile offers valuable feedback from world-renowned independent judges, along with company capabilities, which can be used as a marketing tool, as well as an indication of distinguished quality and achievement. All applicant companies will receive a certificate acknowledging their ranking and inclusion in sub-lists.

How Value is Achieved by Participating

Leading outsource service providers have leveraged the marketing power of The Global Outsourcing 100 lists by using them in corporate communications such as internal newsletters (Aramark) and blogs, e-mail signatures (Accenture), brochures (Sodexo) and CB Richard Ellis' "Leadership" advertisement. Winners' press releases and outsourcing industry blogs surrounding inclusion on the list return over 1.1 million Google hits. A Google search of "outsourcing lists" places The Global Outsourcing 100 first out of almost 3.5 million search results.

IAOP initially announces and promotes the unranked lists at its annual Outsourcing World Summit in February, and the ranked lists premiere in a special spring advertising section of FORTUNE (usually the Fortune 500 issue), seen by over five million business readers. The Global Outsourcing 100 rankings and sub-lists are promoted throughout the year on The Global Outsourcing 100 page of IAOP's Web site.

IAOP promotes the companies on the lists and sub-lists to our members through regular communications such as "What's Happening at IAOP" and "Globalization Today," and permanently includes them in IAOP's Outsourcing Professional Book of Knowledge in Firmbuilder.com[®]. The lists are promoted by IAOP through press releases on major newswires globally and to our European and Asian media partners such as *outsource* and *Global Outsourcing* resources.

Some Key Points

- The application process for 2011 rankings will open on September 1, 2010 at <http://www.iaop.com/GO100>.
- The lists and sub-lists will be developed based on all online applications completed and locked by 11:59 pm EST on November 1, 2010 at <http://www.iaop.com/GO100>.
- The companies selected will be from across the outsourcing industry.
- Company size will not be the dominant factor, so companies of every size may participate. Larger, more established companies (Leaders) are judged separately from smaller, emerging companies (Rising Stars) in the case of service providers. The final Global Outsourcing 100 service provider ranking is composed of the top 75 companies in the Leader group and the top 25 companies in the Rising Star group.
- In addition to the spring special advertising feature appearing in FORTUNE, IAOP may use both the main lists and the more than 80 sub-lists in its publications.
- The top 100 company names will be revealed in alphabetical order at The 2011 Outsourcing World Summit. However, the rankings will not be unveiled until they are released in FORTUNE's special section in the spring 2011 Fortune 500 issue.
- Just prior to the ranking's release, each applicant will receive a summary of the judges' scoring and comparative ranking data, along with an independent company analysis — providing valuable market research feedback.
- There is no cost beyond a nominal \$350 processing fee for applying and, if selected, being included on the list published in FORTUNE. The fee is waived for IAOP Corporate Members.
- Applications are open to any and all service providers or advisors; IAOP membership is not required.
- Applications and judging for service providers for The Global Outsourcing 100 list and sub-lists will be separate from applications and judging for advisors considered for the World's Best Outsourcing Advisors list.
- In addition to the main ranked list, IAOP will develop dozens of sub-lists by geography, industry and service focus.
- The Global Outsourcing 100 lists and sub-lists are created by an independent panel of judges organized by IAOP using applicant provided data, customer feedback and independent analysis.
- All information provided, with the exception of answers to optional questions 15 and 16 in Part IV, is strictly confidential and gathered for the sole purpose of scoring the application. It will not be published without prior permission nor will it be shared with any individual not directly involved in producing The Global Outsourcing 100. All independent judges are required to sign a non-disclosure agreement.

Frequently Asked Questions

IAOP's Annual Listing of the World's Best Outsourcing Service Providers and Advisors

1. Who is eligible to apply for The Global Outsourcing 100[®]?

Companies of all sizes that provide outsourcing services may apply; IAOP membership is not required. The final lists will be composed of both today's known leaders and tomorrow's "rising stars." The evaluation criteria are weighted to ensure that small to mid-size companies have as much of a chance to be selected as a large recognized name. Although advisors are not eligible for this list, they may apply separately for the World's Best Outsourcing Advisors, which is explained below.

2. How will company revenue and growth be factored into the evaluation?

Revenue is just one factor that will be used to rank companies, but it will not be the dominant factor. Others, such as customer outcomes, capabilities, relationship management approaches and management talent and experience will be equally, if not more, important. In particular, for rising stars, revenue growth will be more important than pure revenue, but even here, other factors will receive just as much, if not more, weight. In the end, the lists are intended to reflect the best companies, not necessarily the biggest.

3. Who is eligible to apply for the World's Best Outsourcing Advisor list?

The World's Best Outsourcing Advisor list will be in its third year in 2011. Organizations of all sizes that provide outsourcing advisory, legal and consulting services may apply; IAOP membership is not required. The final lists will showcase the best advisors in the field based on scope and quality of services, client testimonials, investments in people and leadership.

4. What size categories make up the lists?

The Global Outsourcing 100 for service providers is composed of both today's known leaders and tomorrow's rising stars. The judging category of Leader or Rising Star is based on size criteria, which is a combination of yearly revenue and employee numbers set by the judging panel. The groups are judged separately. The final ranked list is composed of the top 75 Leaders and top 25 Rising Stars. The evaluation criteria is weighted to ensure that small to mid-size companies have as much of a chance to be selected as a large, recognized name. Consultants and advisors applying to the World's Best Outsourcing Providers list are judged together as a single list.

5. What does the application process entail?

The application process for both The Global Outsourcing 100 and the World's Best Outsourcing Advisors mirrors the customers' request for proposal (RFP) process in many ways. The application is composed of three required parts: Company Information, Company Profile and Evaluation Criteria. The first two ask for basic contact and company information. The third part, Evaluation Criteria, includes numerous

questions broken into four sections — Size and Growth, Customer Satisfaction, Depth of Competence, and Management Capabilities. You have the opportunity to submit supporting documents. A fourth section contains optional bonus areas. Here you will have an opportunity to show how your company excels and explain why you deserve to be included as one of the best service providers in the world.

6. How long do I have to complete the application process?

The application process opens September 1, 2010 and all applications must be completed and locked by 11:59 pm EST on November 1, 2010. After applications are “locked” and the completion deadline passed, companies will no longer be able to access their application.

7. Where do I fill out the application?

All IAOP Corporate Member Provider/Advisor Companies

- a. Regardless of whether or not you have applied for the Global Outsourcing 100 in the past, on September 1, all Corporate Member companies will have a complimentary new application for 2011 set up in My IAOP. You will not need to open an application; you merely will activate, complete and submit the application already set up for you.
- b. Your company's designated lead executive, lead administrator, and the person in your organization who owns the login rights to the prior year's Global Outsourcing 100 application will all automatically have the complimentary 2011 application accessible to them. The lead executive may assign rights to access the application to any member of the company he/she chooses to delegate.
- c. Go to www.IAOP.org and at the top of the homepage, click the “Member Login” tab.
- d. After you have logged in, click on the “My IAOP” tab.
- e. Under “My Activities” you will see “Participate in an IAOP Awards Program,” and a link saying “My Application.”
- f. To activate the application, click the link to open a page that will allow you to set the type of application you would like to open. Using the drop down menu, select either “Provider” or “Advisor” to open a new application under that category.

Companies that are not Corporate Members of IAOP, who have applied for the Global Outsourcing 100 in ANY prior year:

- a. This application method should **not** be used by IAOP Corporate Member companies.
- b. The main user profile person (who owned the login rights) for any previous Global Outsourcing 100 application will go to www.IAOP.org and at the top of the homepage, click the “Member Login” tab.
- c. If you are a Professional Member or Associate Member of IAOP, log in with your IAOP user name and password. If not, a complimentary Associate Membership in IAOP has been created for you, and you may log in with your previous Global Outsourcing 100 username and password. You may change the member profile and password once you are logged in. If you don't know your company Global Outsourcing 100 username and password, contact Pam O'Dell, the program administrator, at pam.odell@iaop.org.
- d. After you have logged in, click on the “My IAOP” tab.
- e. Under “My Activities” you will see “Participate in an IAOP Awards Program,” and a link to either “Apply Provider” or “Apply Advisor.” Click the appropriate category to access your Global Outsourcing 100 or World's Best Outsourcing Advisor account, pay the non-refundable \$350 processing fee by credit card and open a new application.
- f. After that, you may access your application by visiting www.IAOP.org, and clicking on the “My IAOP” tab. Under “My Activities” you will see “Participate in an IAOP Awards Program,” which contains the “My Application” link.
- g. Applying for a new application through My IAOP using the steps above will allow you to view any prior years' applications once you open the new one.

Companies that are not Corporate Members of IAOP, who have NEVER applied for the Global Outsourcing 100 in ANY prior year:

- a. This application method should **not** be used by IAOP corporate member companies.
- b. Go to www.IAOP.org/GO100.
- c. Choose either the “Apply Provider” or “Apply Advisor” link, depending on your company category.
- d. If you are an Associate (complimentary) or Professional Member of IAOP already, log in with your IAOP username and password to continue. Otherwise, you will be prompted to create a membership login to continue either at the complimentary Associate or Professional level.
- e. Once you are logged in, complete the form, pay the non-refundable \$350 processing fee by credit card and open a new application for either the Global Outsourcing 100 (service providers) or the World's Best Outsourcing Advisors.
- f. After that, you may access your application by logging in at www.IAOP.org and going to the “My IAOP” tab. Under “My Activities” you will see “Participate in an IAOP Awards Program,” which contains the “My Application” link.

8. What information does IAOP use to create the list rankings?

The 2011 Global Outsourcing 100 is a completely opt-in ranking of the world's best outsourcing providers and advisors. Companies must apply within the guidelines set by IAOP to be considered for inclusion. Only information provided by the applicant company on the application will be considered by the judging panel. A new application is required to be completed each year in order to be considered for that year's rankings. All service providers and advisory companies may apply and membership in IAOP is not required for application or judging.

9. Do I have to complete the entire application at one time?

No. You will create a login name and password that allows you to save your work and return at any time. Please keep in mind, however, that the application must be complete and LOCKED by 11:59 pm EST November 1, 2010 to be considered.

10. Do I have to fill out a new application if my company applied last year?

Yes. However, prior year applicants should use the instructions in #7 to create a new application through their existing account through MYIAOP, so that they are able to access prior year applications for references.

11. Aside from the processing fee, are there any fees associated with The Global Outsourcing 100?

No. The only fee is the \$350 processing fee for either the service provider or the advisor application. This is waived for IAOP Corporate Members. If selected for The Global Outsourcing 100, there is no additional fee for being included on the list(s) published by IAOP and appearing in FORTUNE magazine.

12. Are there alternative methods of payment? Will I get a receipt?

Payments may be made securely online by credit card or via phone by calling +1.845.452.0600 ext. 100. Wire transfer also is acceptable; however, you may not begin your application until payment is received. Please call the above number for bank details. Once you have submitted your payment, a confirmation email will be sent to the email address you provide.

13. My company is an IAOP Corporate Member. How do I bypass fee payment?

Please see detailed instructions in #7 to open an application for 2011. If you need further assistance, please contact administrator@globaloutsourcing100.com.

14. Will the information provided be kept confidential?

The information provided, with the exception of answers to optional questions 15 and 16 in Part IV, is strictly confidential and gathered for the sole purpose of scoring your application. It will not be published without prior permission nor will it be shared with any individual not directly involved in producing The Global Outsourcing 100. All independent judges are required to sign a non-disclosure agreement.

15. What sub-lists are being created?

Dozens of sub-lists will be created and will be based on services provided, industries served and geography, based on information provided in the company profile section of your application. Sub-lists will be used throughout 2011 in IAOP publications, in IAOP's Knowledge Center, Firmbuilder.com.

16. When will I learn if my company has been selected?

The companies selected will be notified in mid-January of their inclusion and featured at The 2011 Outsourcing World Summit in February. The rankings, however, will not be released prior to the publication of the special advertising section of FORTUNE in spring 2011.

17. When will my company receive feedback and what will I receive?

Just prior to the ranking release, each applicant company will receive feedback in the form of a company profile showing: 1) how it scored in each critical judging area of its application (scoring on this part of the process is based only on comparisons to other applicants); 2) its rankings on either of The Global Outsourcing 100 lists; 3) inclusion on industry sub-lists; and 4) other key information about company service areas, certifications and recognitions. The company profile offers valuable feedback from world-renowned independent judges along with company capabilities, which can be used as a marketing tool, as well as an indication of distinguished quality and achievement.

18. Are there guidelines for publicizing my company's recognition?

All companies ranked on The Global Outsourcing 100 will receive a communication package with complete details on how they may use the ranking in corporate communications, signatures, press releases and other marketing materials. The 2011 Global Outsourcing 100 logos in different formats, boilerplate quotes and other information will be provided in each kit, along with the contact information for IAOP's communications and PR staff.

19. How have other companies used the list in marketing their services?

Leading outsource service providers have leveraged the marketing power of The Global Outsourcing 100 lists by using them in corporate communications such as internal newsletters (Aramark) and blogs, e-mail signatures (Accenture) and brochures (Sodexo). Winners' press releases and outsourcing industry blogs surrounding inclusion on the list return over 1.1 million Google hits. A Google search of "outsourcing lists" places The Global Outsourcing 100 first out of almost 3.5 million search results.

20. How does IAOP promote Global Outsourcing 100 winners?

IAOP initially announces and promotes the unranked lists at the annual Outsourcing World Summit in February and the ranked lists premiere in a special spring advertising section of FORTUNE (usually the Fortune 500 issue), seen by over five million business readers. The Global Outsourcing 100 rankings and sub-lists are promoted throughout the year on The Global Outsourcing 100 page of IAOP's Web site, which in a 12-month window had over 124,000 hits, up almost 100 percent from the previous year. IAOP promotes the companies on the lists and sub-lists to our members through regular communications such as "What's Happening at IAOP" and "Globalization Today," and references them in IAOP's Outsourcing Professional Book of Knowledge on Firmbuilder.com. The lists are promoted by IAOP through press releases on major newswires globally and to European and Asian media partners such as *outsource* and *Global Outsourcing*. A Google search of "outsourcing lists" places The Global Outsourcing 100 first out of almost 3.5 million search results. Other than the nominal non-refundable application fee, there is no additional cost to companies for IAOP's expanded marketing of The Global Outsourcing 100.

If you have any additional questions about The 2011 Global Outsourcing 100, please contact Pam O'Dell at +1.845.452.0600 ext. 121 or by email at pam.odell@iaop.org.



In association with



For more information on The Global Outsourcing 100 please visit [IAOP :: The Global Outsourcing 100](http://IAOP::TheGlobalOutsourcing100) or contact the program administrator, Pam O'Dell, at administrator@globaloutsourcing100.com.

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