International Association of Outsourcing Professionals

Chicago Chapter

October 21, 2010

Meeting Agenda

3:30 p.m. – 3:45 p.m.	Registration
3:45 p.m. – 4:00 p.m.	Welcome and Introductions *Gary Yurkanin, Director, Kraft Foods*
4:00 p.m. – 5:00 p.m.	"Maximizing the Value of Your Outsourcing Relationships" *Brian D. Smith, Partner & Managing Director, Financial Services, TPI;* *Ed Walsh, Senior Advisor, Financial Services, TPI*
5:00 p.m. – 5:55 p.m.	Case Study - "Value Leakage and How to Prevent It" *Scott Gilbert, Divisional Vice President, Accounting Operations, Sears Holdings; Don Brilz, BPO, Wipro* Wipro and Sears will present a case that takes into account how clients focus on revenue and cost avoidance, which is a key partnership outcome in any outsourcing relationship. The case study will include significant examples, within Finance and Accounting outsourcing, where the partnership has been identified and action taken to tighten controls and optimize processes. The session will emphasize opportunities, such as recoveries, as well as process change that prevent leakage going forward.
5:55 p.m. – 6:00 p.m.	Meeting Wrap Up *Neil S. Hirshman, P.C., COP, Kirkland & Ellis LLP*
6:00 p.m. – 7:00 p.m.	Networking Reception *Hosted by Hinduja Global Solutions*

Chicago Chapter

- Co-chairs
  - Neil Hirshman, Kirkland & Ellis LLP
  - Gary Yurkanin, Kraft Foods
  - Jay Desai, Northern Trust
- Organized geographically
- Membership
- Businesspersons, consultants and attorneys
- Introduction of attendees

Chicago Chapter

- Quarterly meeting -- Generally Jan., Apr., Jul., Oct.
- Upcoming Meeting – January 20
- Planning and Hosting Future Meetings
  - Reception sponsor for January 20 is….
  - Assistance in organizing welcome
  - Topics?
- Evaluation Forms

Report on Chicago July 22 Meeting

- Held at Kirkland & Ellis LLP
- Presentation by Arijit Sengupta, CEO, BeyondCore and Elliott Ichimura, Industry Manager, Microsoft - The BPO Service Value Chain in a Cloud Context
- Presentation by Joseph Tobolski, Partner, Accenture - Case Study: Maximizing Business Benefits via Cloud Computing in an Outsourced Invoice Process
- Presentation by Zor Gorelov, CEO, SpeechCycle - Case Study: Leverage the Cloud to Deliver Flexible Self-Service Solutions – A Hybrid Approach
- Panel Discussion - “Everything You Wanted to Ask About Cloud Computing” - Dr. Phil Shelley, Vice President, Sears Holdings; Zor Gorelov, CEO, SpeechCycle; Paul Hinds, Managing Director, PricewaterhouseCoopers; Joseph Tobolski, Partner, Accenture; Greg Shipley, CTO, Neohapsis; and moderator, Jay Desai, Northern Trust
- Networking reception sponsored by Microsoft

"Maximizing the Value of Your Outsourcing Relationships”

Brian Smith, Partner & Managing Director, Financial Services, TPI
Ed Walsh, Senior Advisor, Financial Services, TPI

Maximizing the Value of your Outsourcing Relationships
IAOP Chicago – October 21, 2010

Brian Smith, Partner & Managing Director, Financial Services

Ed Walsh, Senior Advisor, Financial Services

Agenda

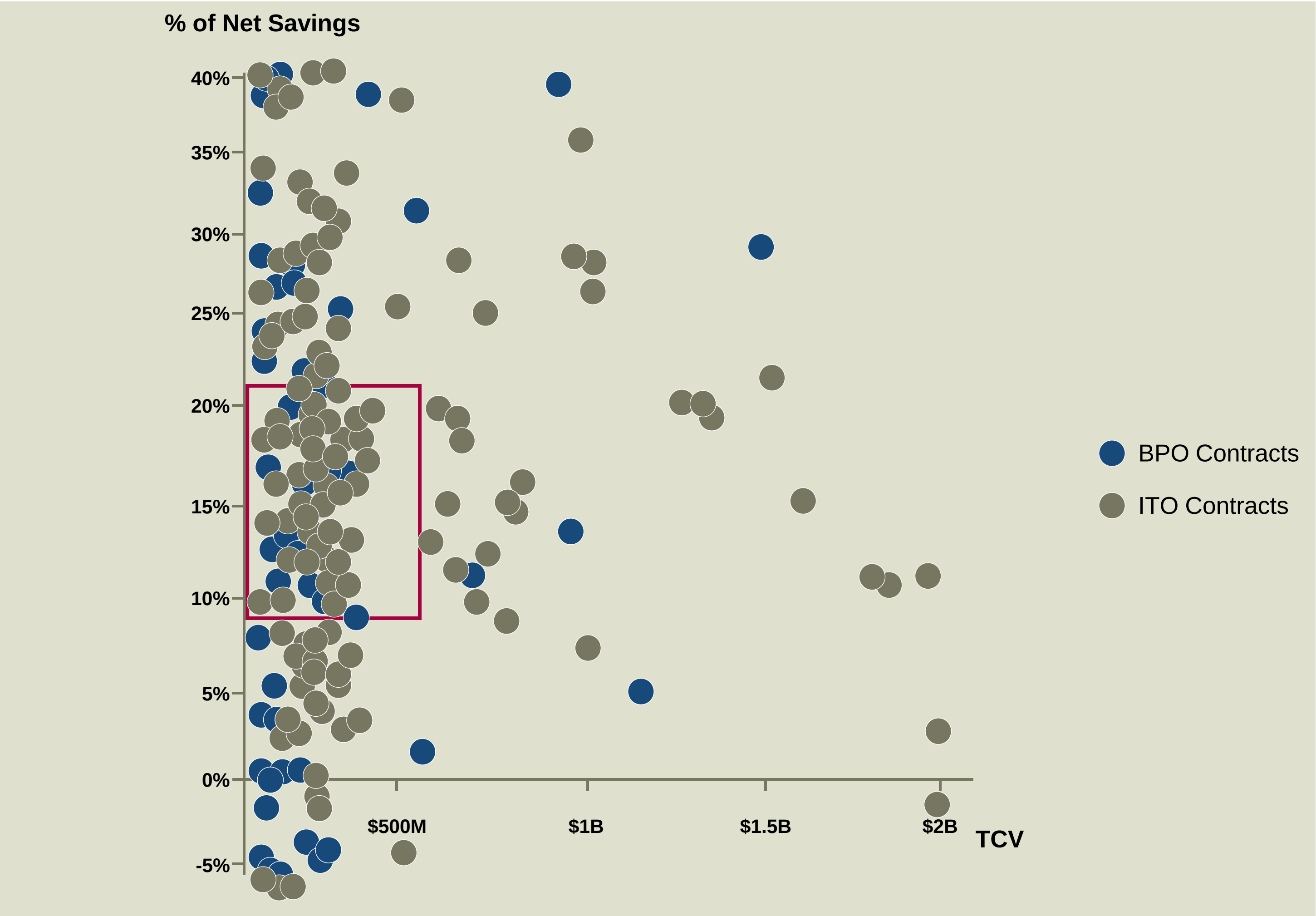
- **Value is in the eye of the beholder**
  - Where does value go?
- **Best practices for achieving value**

Outsourcing Value Drivers – Which Evolve:

Reduce & control operations costs	Stabilize an unstable situation
Improve company focus	Engage an outside agent for change
Improve quality of service delivery	Transform the function
Access capabilities not otherwise available	Gain market access & business opportunities through the provider
Free internal resources for other purposes	Accelerate expansion capability
Reduce cycle times	Provide a stronger employee career path
Make capital funds available	Increase commitment & energy in non-core areas
Obtain a cash injection	Acquire cutting edge technology
Reduce risks	Turn fixed costs into variable costs
Gain flexibility	**Your particular reason**

TPI's Observation of Actual Cost Savings

Percent of Net Savings: TPI-Advised Contracts: 2003-2009



What is the Reality of Value Achievement?

- Outsourcing firms/businesses are profitable, so something works for them
- 75% of deals that come to term/reach renewal get renewed with the incumbent
- "Everyone outsources something" – but they may not talk about it; managed services is here to stay
- Some concepts have not worked – full scope HRO
- It's easy to be negative
  - Media is generally negative – even turning offshoring into a sitcom
  - Frustrated internal managers can also be negative – when they have not understood how to effectively manage the services
- Most companies do not actually manage their achievement of the value they intended to get
  - Clients manage the services like they managed them when they were internally provided

Alignment ?

Sell-side perspective

- Long term view – 5 years
- Assumed/ projected demand
- Committed revenue
- High up front costs – amortized
- Consistent and optimistic
- Hope and Prayer

Alignment ?

Buy-side perspective

- Short term view – 4 Quarters?
- Unknown demand
- Buying variability
- Avoiding costs
- Buying flexibility
- Hope and Prayer

The Alignment Paradox

Sell-side perspective	Buy-side perspective
Long term view – 5 years	Short term view – 4 Quarters?
Assumed/ projected demand	Unknown demand
Committed revenue	Buying variability
High up front costs – amortized	Avoiding costs
Consistent and optimistic	Buying flexibility
Hope and Prayer	Hope and Prayer

Why the Paradox?

- Culture of the market economy
- Management Change is inevitable and “good”
- Politics – Internal and External
- Institutional memory is not valued

What is Value Leakage?

- Loss of anticipated value
- Not limited to dollars or reduced savings – perception is a big issue
- Some examples:
  - Delay in transitioning
  - Delay in implementing services
  - Expansion of retained staffing
  - Increased response times
  - Lower service levels
  - Paying twice
  - Poor performance
  - Poor execution

Good Relationships are Built on Good Governance

*"Lack of management is central to the problems with **multiple sourcing**. 84% of companies do not have what they regard as a mature governance model."*	*"63% of companies surveyed believe they lose an average of 25% of contract value due to poor governance."*	*"Companies report between 10% and 30% of the expected value of their transaction is lost through ineffective governance."*
Financial Times July 6, 2009	**International Association of Outsourcing Professionals**	**TPI Research Study**

Do you adjust your value expectation or do you improve Governance?

Clients' Greatest Frustrations Which Emerge in the Early Days of the Relationship

Without a structure and plan to address these human factor challenges, value will be lost throughout the sourcing relationship.

Ambiguity in scope or service definition

Poor communication

Value marker! → Tracking and assessing Service Provider performance

Corporate strategy and outsourced service no longer aligned

Value marker! → Lack of trust between client and Service Provider

Lack of appropriate operating or security controls

Confidentiality, integrity, and availability of information

Lack of executive sponsorship

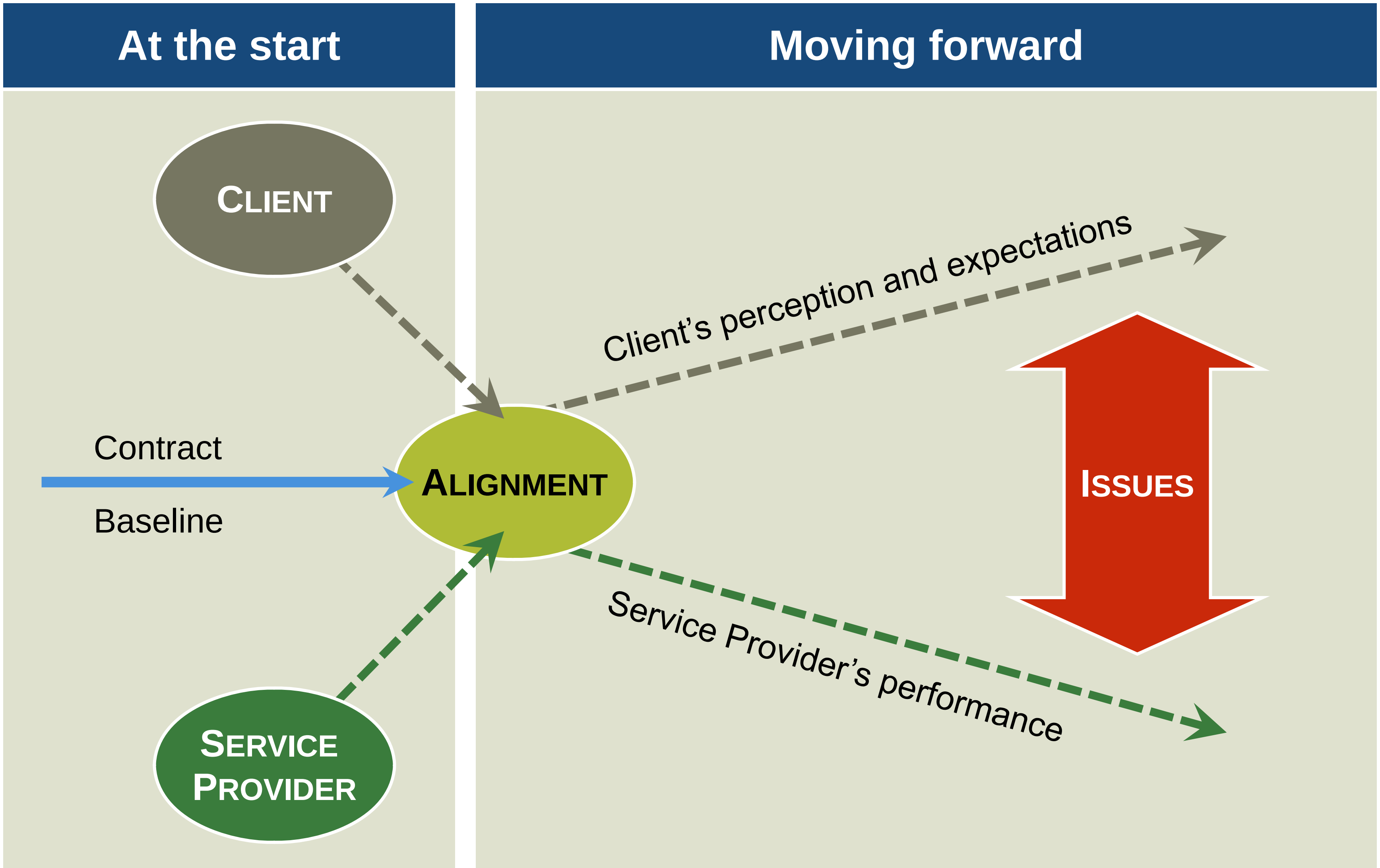
Inadequate SLAs

Directly relate to ineffective SM&G capability knowledge powering results℠

Best Practices for Achieving Anticipated Value

knowledge powering results℠

Alignment can be Temporary ...



Issues and Challenges

Over the course of time many factors will come into play which can result in misalignment in the sourcing relationship.

- Diverse contract interpretations
- Lost deliverables
- Unanticipated costs
- Perceptions of service deterioration
- Out-of-scope work, unauthorized work
- Inconsistent interactions / protocols
- Service Provider optimization activities
- Dramatic business shifts
- Loss of knowledgeable staff
- Value leakage

Third Generation Outsourcing Governance

It is only in the Third Generation that optimized relationships have become imaginable — and possible.

Third Generation

Holistic view of outsourcing; Optimization of governance

Second Generation

Improved, but organizationally-isolated elements of governance

First Generation

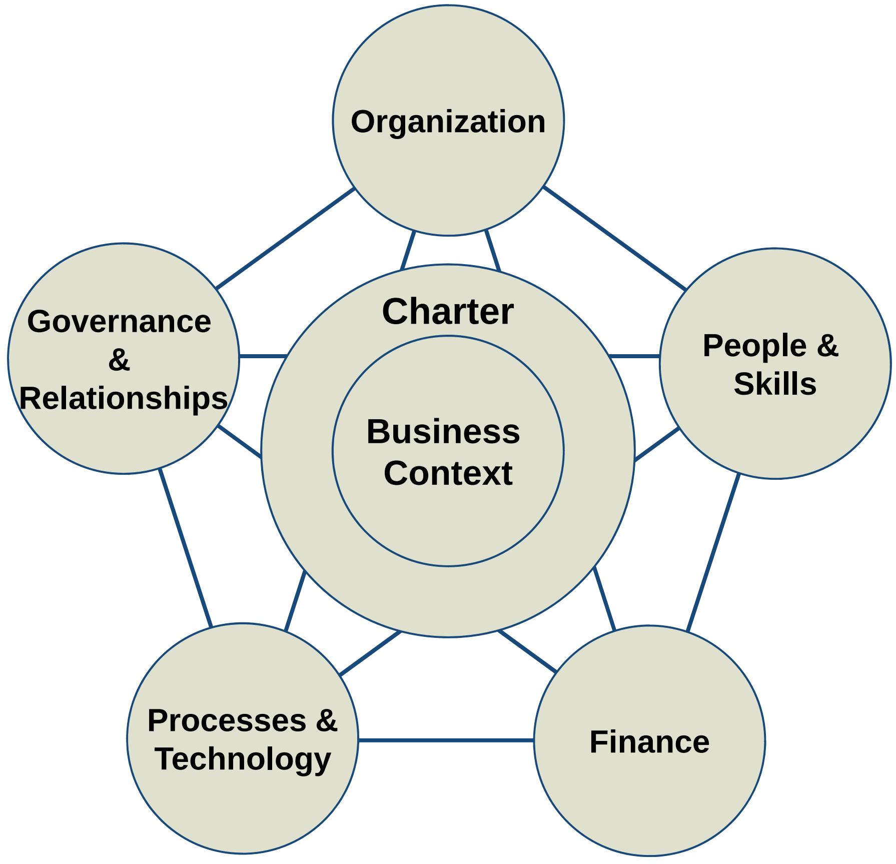
Focused on measuring each service provider's cost and performance

- Holistic management of outsourcing
- Manage the service provider at the right organizational level
- Executive demand for key performance metrics
- Repeatable process for Governance
- Internal capability to consult and support new & existing engagements
- Focus on maximizing governance output while reducing cost

Early Planning and Design is Critical

- Align the organization to the business environment
- Create a clear sense of purpose for the organization
- Build the right processes to support the new work
- Develop an organization model to effectively execute the work
- Identify the skills to make the organization successful
- Create governance to handle tough decisions and issues
- Create transparency in value creation and cost

Governance Operating Model Framework



Companies are Developing Sourcing Centers of Excellence (CoEs)

Critical success factors for a Sourcing CoE

- Consistent management approach across all managed services
- Allows the subject-matter experts to manage and be accountable for the service delivery
- Ensures that executive management is appropriately informed about value & services

What Makes a Good Outsourcing CoE?

Persistence, resourcefulness and willingness to adjust the approach are the keys to success.

- Enterprise approach to the outsourcing life cycle
- Enterprise governance approach to managing service providers
- Policies, standards, guidelines and processes that reinforce the outsourcing life cycle
- Organization-wide training on skills and best-practice processes
- Executive attention and reporting of conformance to internal process, together with service statistics, is essential to success

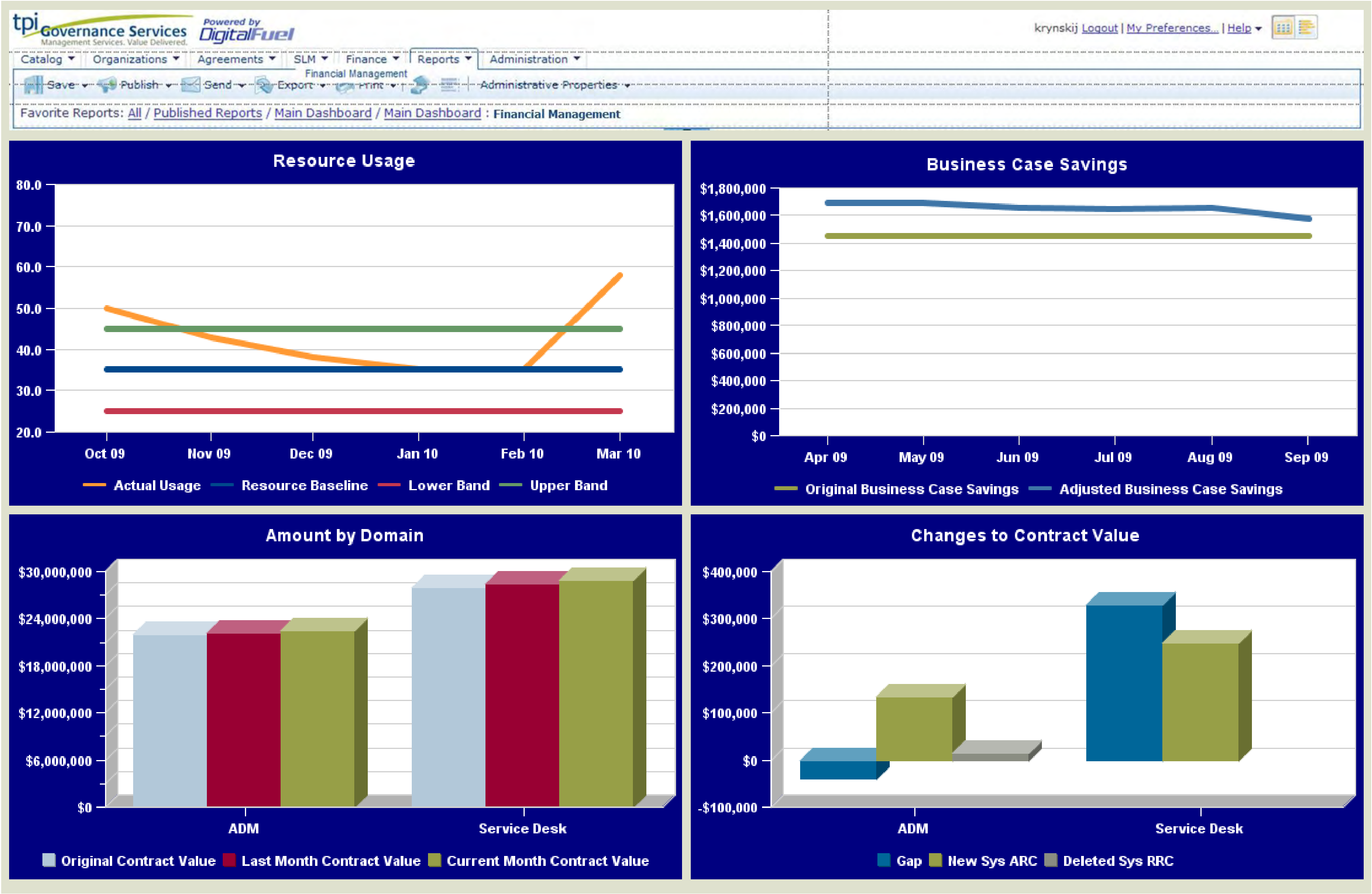
How the CoE Brings Real Value to Companies

- Strategic: Build the business case and roadmap for an integrated, strategic approach to outsourcing (scope, models, pace etc.) instead of an ad hoc project or function driven approach
- Change Management: Help the organization to build the skill sets and toolsets to successfully operate in a multi-sourced environment
- Address Macro risks (geopolitical, currency, vendor concentration, reputation etc.) in addition to Micro risks (transition, performance, financial etc.)

How the CoE Brings Real Value to Companies

- Establish scalable contractual constructs (standard service descriptions, SLA structures etc.) to allow for scope changes etc
- Suppliers: Love- Hate relationship (Screen out new suppliers; Advocate for high performing suppliers). Marriage counselor between LOB and Supplier.
- Crisis Management: Mumbai, troubled Service Providers, Rupee appreciation
- Coordination of enterprise stakeholders (Compliance, Communications, Govt. Relations, Info Risk, Legal etc.)
- Termination and Contract renewals: Proactive planning

It's Possible to get Professional Help Today



Governance Focus = Value Focus

- Standardized governance process allows executive focus on performance, risk and cost
- Brings formerly de-emphasized backoffice functions to attention of executive
- Collation of expertise and development of internal consulting helps organizations “help themselves”
- “Watchdog” CoE role alerts executive to non-compliant business units
- Migration of CoE staff back to business raises overall governance maturity

knowledge powering results[SM]

www.tpi.net

Case Study - "Value Leakage and How to Prevent It”

Scott Gilbert, Divisional Vice President,
Accounting Operations, Sears Holdings
Don Brilz, BPO, Wipro

SEARS HOLDINGS CORPORATION

Value Leakage & How to Prevent It

Presenter: Scott Gilbert,
Designation: DVP Accounting Operations, Sears Holdings Corporation
Presenter: Don Brilz
Designation: Sr. Program Manager, Wipro LTD

Date: 21st October, 2010

Corporate Profile & Why Outsource?

Sears Holdings Corporation

- Kmart & Sears Merged in Early 2005
- $44B in Annual Revenue
- 350,000 + Employees
- Extensive USA Reach
  - 2100 Sears Stores
  - 1300 Kmart Stores
- Quality Brand Recognition

2010 Energy Star Retail Partner of the Year

"It is easier in theory to manage a single scenario and a single plan. It is much easier to communicate based on a single scenario and a single plan. But the world is complex and it doesn't always cooperate. Whether it is changing events on a battlefield, changing events in a sporting contest, or changing events in an industry, being able to adapt and change faster than the competition is a huge advantage"- Eddie Lampert

- Flexible & Scalable to Adapt to Change
- Visibility into Functional Performance
- Immediate Cost Savings
- Consolidate Multiple Sites
- Enhanced Productivity
- Highest Quality Output
- Adopt Business Value Add Opportunities

Sears Kmart Kenmore ELITE CRAFTSMAN DieHard mygofer LANDS' END

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Outsourcing Functional Scope – 7 Locations

WIPRO
Applying Thought

Finance & Accounting

- AP – Merchandise / Non Merchandise
- Master Data Management
- AR – Vendor and Pharmacy
- Audit Recoveries
- Credit Card Chargeback
- Travel & Expense
- Lease Management
- Fixed Asset Management
- Inventory Management
- Reconciliations
- Installation Contractor Payments
- Manufacture Warranty Claims
- General Accounting
- Compliance

Human Resources

- HR Administration
- Payroll Processing
- Payroll Finance & Tax
- Recruit Prescreening
- Background Checks
- Garnishments
- Helpdesk

Procurement

- Contract Management
- Purchase Order Management
- Helpdesk

Analytics

- Buyer Demographics by Product
- Product Demand Forecasting Support
- Merchandise Planning & Procurement

650+ FTEs - Partner Driven and Delivered in a Win-Win Environment

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Addressing Business Process Leakage

WIPRO
Applying Thought

Fixing and Avoiding Business Process Leakage

Efficiency
- 1000 Different Transaction Queues Eliminating Bottlenecks
- Transaction Prioritization and Exception Handling
- Resource Focus Based on Expertise

Compliance
- All Functional Processes Tied to Automatic Controls
- Data Sharing and Access Based on Compliance Rules
- Facilitates HIPPA, PCI, SAS70 and SOX Compliance

Transparency
- Self Help by SMEs and Controller for Dashboard Information
- Service Level Management (AHT, TAT)
- Dashboard and Metrics Driven (Volumes, Error Handling)

Effectiveness
- Process and Handling Rules Driven by Business Rules
- Initiate Automatic Reminders to Field for Data Compliance
- Quality and the Right Reporting for Effective Decision Making

Acceleration
- Quick Customization to Respond to Changing Business Needs
- Ability to Integrate Multiple Data Sources for MIS Reporting

Wipro Proprietary Base))) Workflow
- 6 to 8 Process Improvements / QTR -

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HVAC Invoice Processing Leakage

WIPRO
Applying Thought

Fixing and Avoiding Business Process Leakage

Problem & Goal Statement

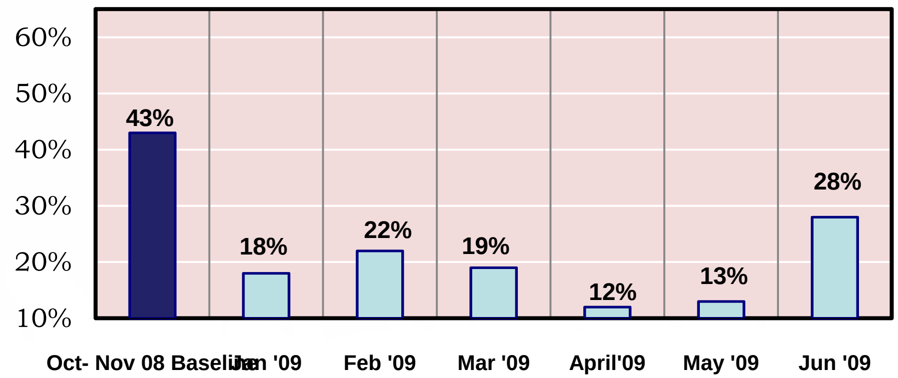
Phase 1 (Reduction of % Exception Invoices)

In HVAC AP Process the outstanding exception invoices in the HVAC Queue stands at 43% for the period Oct '08 – Nov'08. the project aims at reducing it to 33%. by April09.

Phase 2 (Reduction of Outstanding invoices over 30 days)

To reduce the outstanding invoices older than 30 days from 57% in Jan- Feb 09 to 47%.

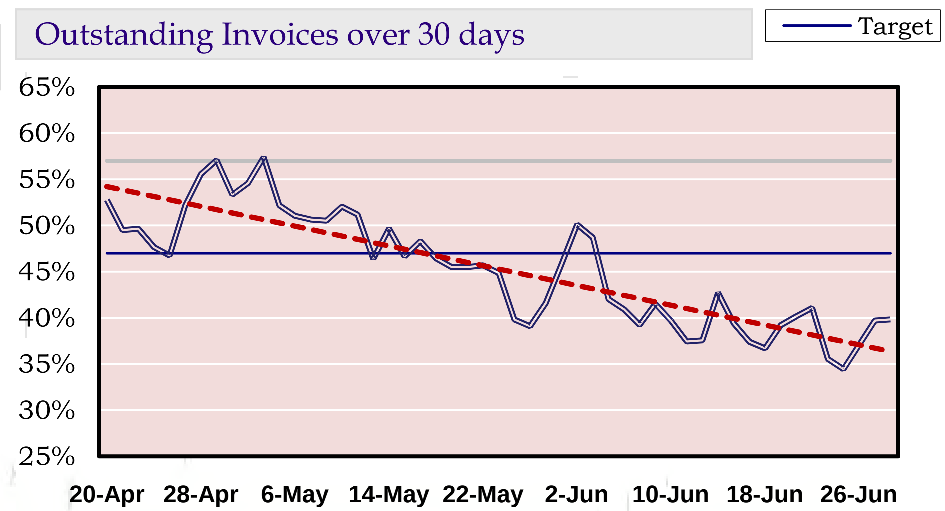
Exception Status



Solution Actions

- Categorized exceptions by type and applied the 80 – 20 rule
- Created Project Coordinator(PC) contact list
- Created weekly exception report by PC and sent to PCs
- Bi-monthly calls with key vendors sharing exception report
- Created an automatic email notification to PC

Outstanding Invoices over 30 days



Wipro Proprietary Base))) Workflow

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Duplicate Payments Recovery

WIPRO Applying Thought

Applying Base))), Six Sigma & Lean Methods

- Payments are made to vendors through different input sources and multiple AP applications
- An audit program is run monthly on the AP DBs to identify duplicates based on:
  - Invoice number, vendor name and amount but different invoice date
  - Invoice number, amount and invoice date but different vendor names
  - Amount, invoice date and vendor name but different invoice numbers
- Audit Recovery Team:
  - Views output for probable duplicates
  - Checks if duplicate payment was made to the vendor
  - Claim is created in vendor account and settled during the next cycle
- Duplicate Payments Recovered – 2009
  - **2.2 M** possible duplicates identified resulting in **6,038 claims** valued at **$11.1 M**
- Current AP Applications are being consolidated

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Addressing Value Leakage & Preventing It

WIPRO
Applying Thought

Applying Base))), Six Sigma & Lean Methods

Continuous Improvement

- 5% Annual productivity improvements
- One (1) Help Desk for Each Functional Tower
- Dramatic Reduction in Exception Queue Levels
- Accuracy Rates Higher than SLA Levels
- Forms Simplification and Consolidation
- Streamline Fixture Ordering for 10% Productivity Improvement
- Supplies Rate Tracking Process for Enhanced Compliance and Control
- Improved Spend Visibility for Improved Commodity Management

Adding Value

- Newspaper Advertising Audit
- Amex Recoveries
- Pharmacy Receivables Unapplied Cash
- T&E System Implementation
- Rationalize and Consolidate 170 MS Access Dbases
- Monthly Service Management Review
    - Dashboards
    - Focus on Improvements
    - Extensive SLA Metrics Reporting (not previously available)

Wipro Scalability and BPO/IT Linkage Provides for a Broad Spectrum of Opportunities to Add Value and Avoid Leakage

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Addressing Value Leakage & Preventing It

WIPRO
Applying Thought

Newspaper Advertising Audit

SHC Strategic Decision to Re-Negotiate Contracts with News papers for >10% Reduction in Rates

- ✓3rd Party responsible for Negotiation & preparation of new Contracts
- ✓ SHC legal Review after negotiation
- ✓ Capital / Expense Committee Approves the contract
- ✓ Post SHC signatures 3rd Party worked with News Paper's to obtain their signatures

Issue

- ✓ Contracts were executed late due to process of signatures. These dates are well over the effective date of contract
- ✓ News Papers billed SHC Old rates
- ✓ Processed Over Payment
- ✓ Adjust back to match with the effective date of contract
- ✓ Credits given in the invoices were not properly highlighted

News Paper Audit Ensured compliance with the newly negotiated rates from the Effective date of Contract & Claim Recovery of Over Payments

Addressing Value Leakage & Preventing It

WIPRO
Applying Thought

Newspaper Advertising Audit

- ✓ Effective October 2009, all news paper vendors must submit their invoices directly to 3rd Party
- ✓ 3rd Party matches the rates in the system with rates mentioned on the invoices submitted by the vendor
- ✓ 3rd Party will verify and approve the invoices for payments
- ✓ All approved payments are processed by the Wipro AP team
- ✓ A follow up audit will be conducted in 2011

Addressing Value Leakage & Preventing It

Newspaper Advertising Audit Results

Details	Totals
# of Available Vendors	963
# of Vendors Audited/Reconciled	802

Claims Filed	Count	Value
Over Payment	576	$3,349,996
Under Payment	226	$ 527,916
Net Recovery	802	$2,822,080

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Addressing Value Leakage & Preventing It

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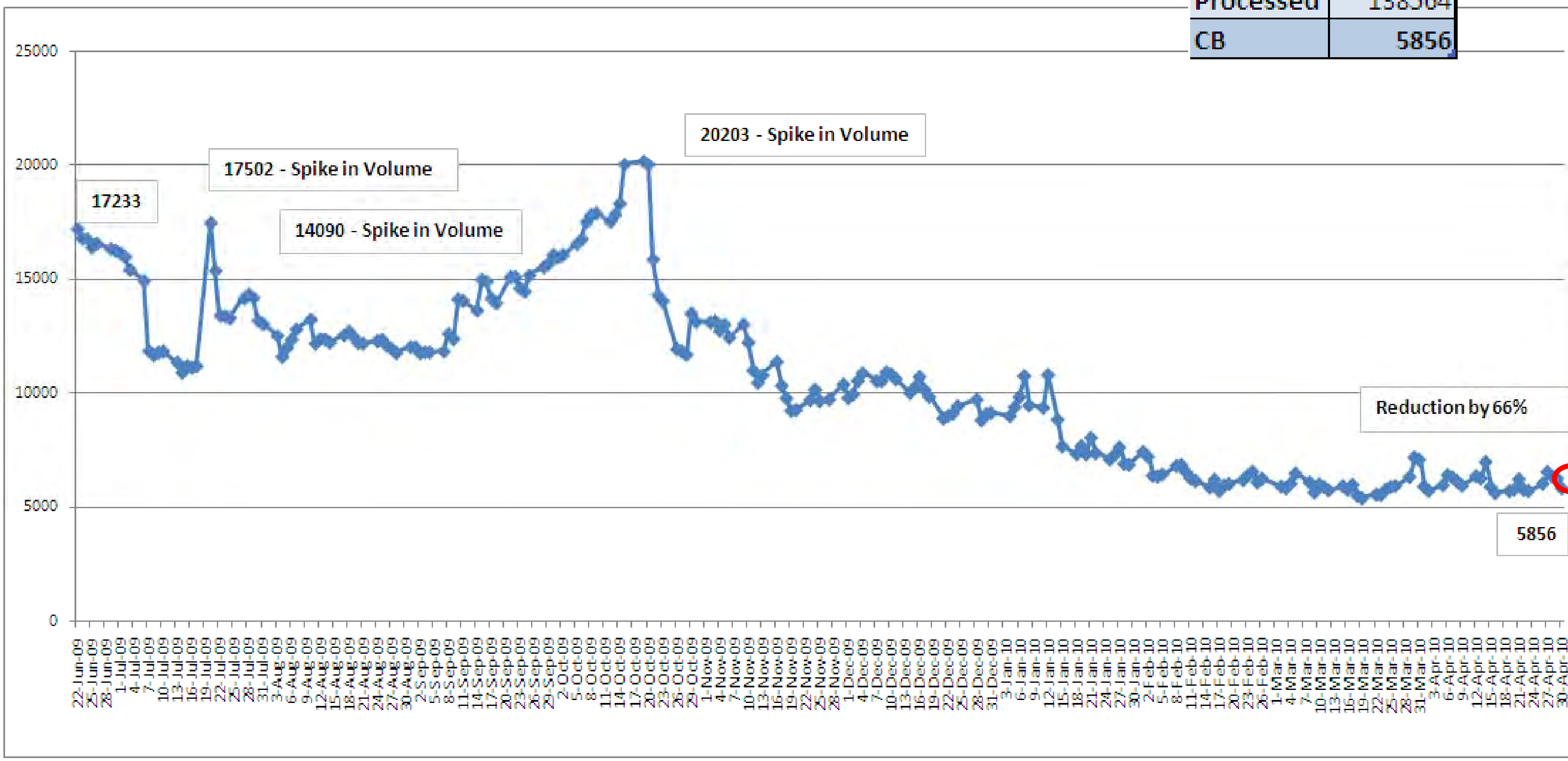
Applying Thought

Pharmacy Receivables Unapplied Cash Initiative

OB	17233
Fresh	127187
Processed	138564
CB	5856



66% Reduction in Outstanding Count – From 17233 to 5856

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Addressing Value Leakage & Preventing It

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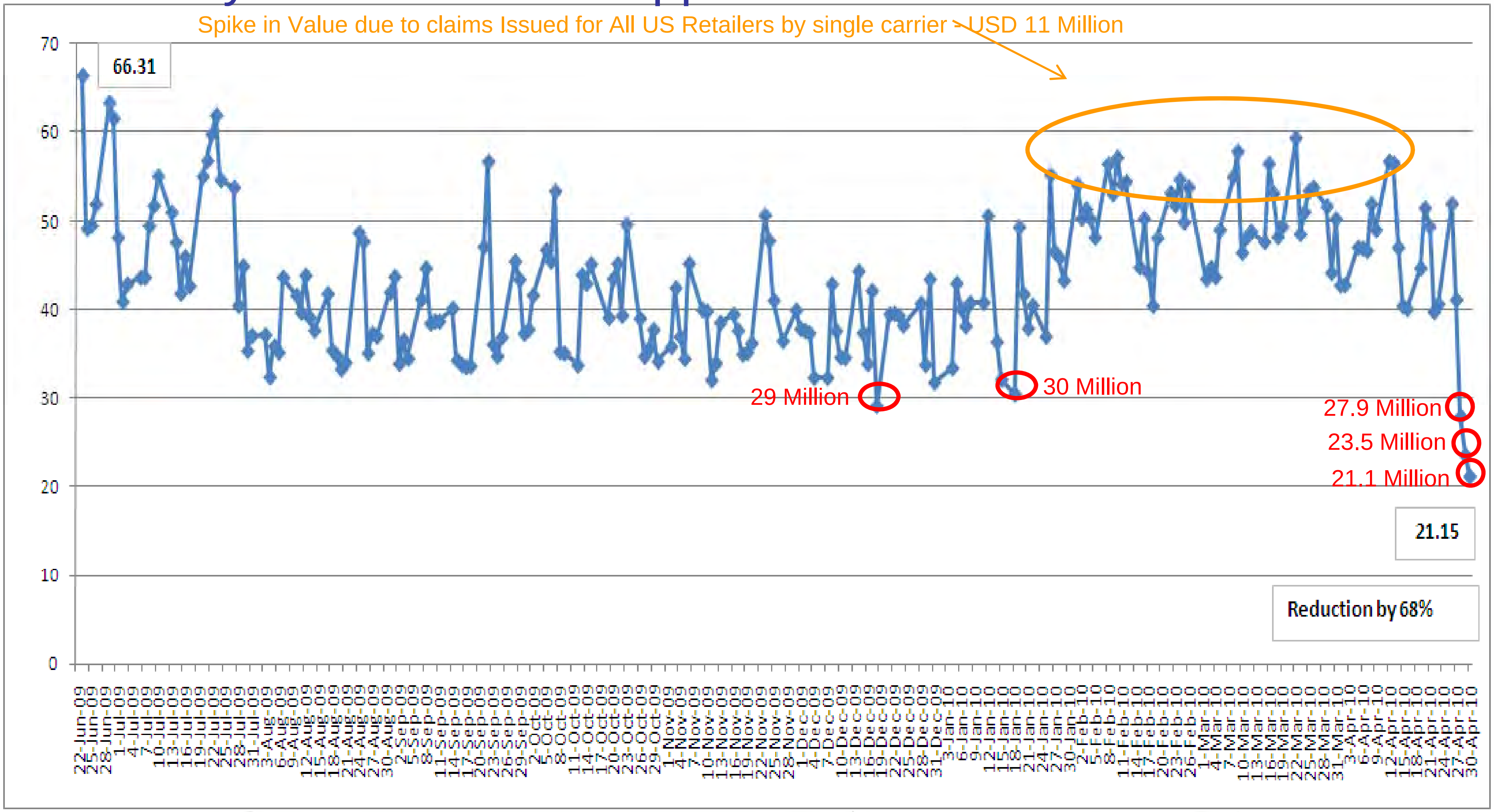
Pharmacy Receivables Unapplied Cash Initiative



68% reduction in Outstanding Value – From USD 66.31 Million to USD 21.15 Million

Addressing Value Leakage & Preventing It

Pharmacy Receivables Unapplied Cash Initiative

- At Transition time, the value of unapplied cash to checks - $66 M

- Actions taken:
  - Daily monitoring of throughput (inflow-processed-outstanding)
  - Applied in depth tracking and analytics
  - Weekly reporting
    - Outstanding aged items by carrier and dependency
  - Structured and persistent follow up with Carriers for complete information
  - Understand Carrier characteristics – payment pattern, method, behavior
  - Developed unapplied cash categories
    - Dependencies – media not loaded, missing information
    - Carrier type
    - Aging

- The lowest value of unapplied cash to checks one year later - $21 M

Addressing Value Leakage & Preventing It

WIPRO Applying Thought

American Express Chargeback Recovery

- Charge card disputes that become charge backs are very difficult to reverse

- Objective is to get the required information to mitigate the dispute before the required deadline

- Actions Taken:
    - Identified stores causing the majority of the issues – incorrect / incomplete data or not responding
    - Reported to store operations to correct
    - Created an auto email reminder to stores with escalation hierarchy
    - Shortened the time from the dispute received to communicate to the store requesting appropriate documentation

- % of all disputes becoming a charge back dropped from 24% to 8% with a value of $.5 M annually

SEARS HOLDINGS CORPORATION

Business Function Transformation

Transformation Plan to be Developed by end 2010

Shared Services Center

Business Function Consolidation
- Function Based Organization
- Client & Partner Mirror Each Other
- Integrate Procurement with AP – P2P
- Retail Functions
- Accounting Functions
- Simplify Standard Operating Procedures

Operations Center

Traditional Outsourcing Program
- “Lift & Shift” Approach
- Multiple sites with Replicated Functions
- Functions Performing as Silos
- Mirrored Client Based Organization Offshore
- “As Is” Standard Operating Procedures
- Client Organization Not Changed

6 – 12 Month Phased Implementation Period

Change Management
Business Risk Management

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Value Creation and Profit Center Goal

"Generate revenue through continuous improvement activities, audits and value add projects to offset the annual fees. This will shift us to being a profit center as opposed to a cost center."

Scott Gilbert

Wipro Overview

Revenue

- **$6.03 Billion** in Revenues
- CAGR of 34% over 5 years
- Part of NYSE's Technology-Media-Telecom (TMT) Index, NSE Nifty Index & BSE Sensex

Global Clients

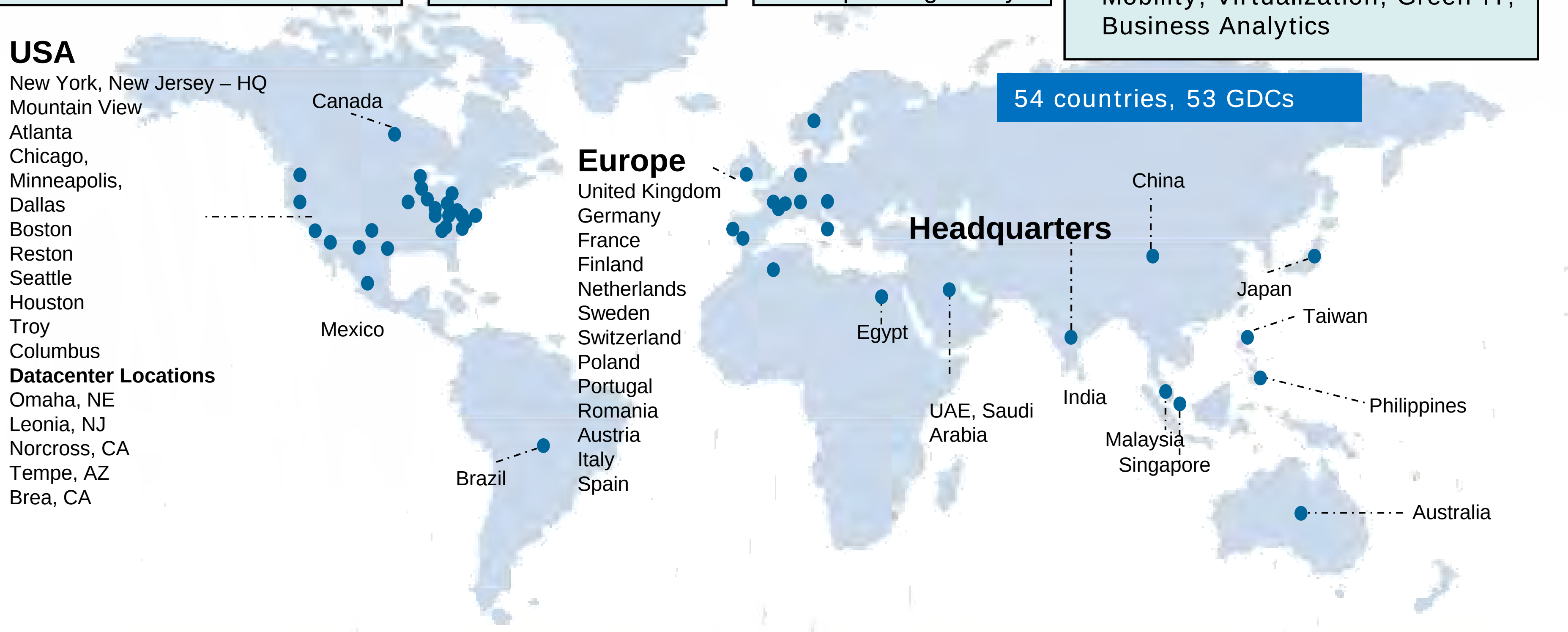
- **863** active customers
- 95% repeat business
- 191 Fortune 1000/ global 500 clients

Best Talent Pool

- **112,000** associates
- 12 000 US-based associates
- 57 nationalities
- Hiring from campuses globally

Industry Expertise

- **50+** Domain & Technology CoE's
- 2,600+ Domain consultants
- CoEs in Emerging Technologies like SOA, UC, SaaS, Web 2.0, Mobility, Virtualization, Green IT, Business Analytics



Wipro BPO

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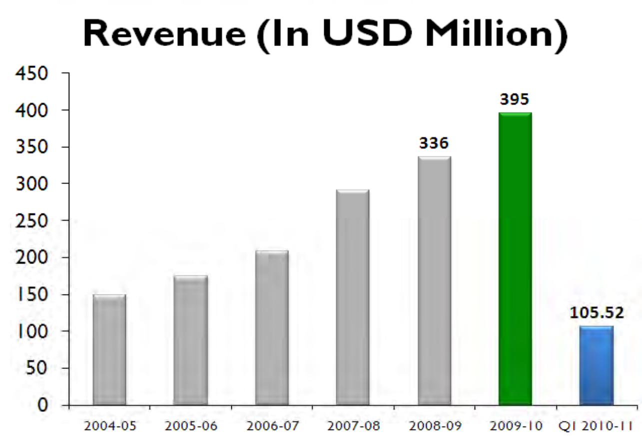
Applying Thought

- 27 centers in 11 countries
- We have the ability to provide onshore, nearshore, offshore and hybrid delivery options
- Domain-driven solutions across industry verticals; focused on delivering long-term benefits and measurable value through business process re-engineering and integrating technology with BPO

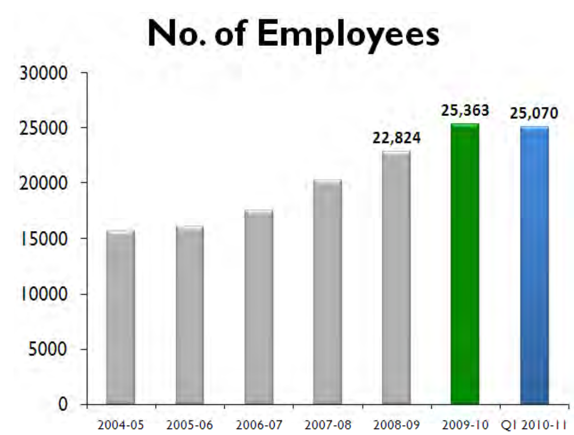
Ranked 4th in the list of IAOP Global Outsourcing Leaders 2010

Revenue



Clients

Employees



Our Offerings – Moving Up The Value Chain

Moving from Business Process Outsourcing to Business Function Outsourcing

Front Office and Back Office Management

Customer Support

Across the Customer Lifecycle
Multi-Delivery Capability

Technical Support

L1 to L3 Support for B2B and B2C Customers
Across Industries
Multi-Delivery Capability

Finance and Accounting

Accounts Payable, Order To Cash, Record To Report, Compliance, Risk Management, Internal Auditing, Treasury

Human Resources

Workforce Administration, Recruitment Administration, Payroll Processing, Compensation Administration, Learning Administration, Benefits Administration

Supply Chain Management

Planning and Analytics, Master Data Management, Strategic Sourcing, Strategic Sourcing Support, Contract Management, Transactional Procurement, Supplier Performance Management

Industry and Specialized Services

Financial Services and Capital Markets

Mortgage Processing, Trade Lifecycle Management

Insurance

Claims Settlement and Adjudication

Energy and Utilities

Global Information Systems

Knowledge Services

Research and Analytics, Report Planning and Analysis, Legal Services, Sales and Marketing

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Value Health Check Survey™
Powered by enlighta

Introduction To The Value Health Check Survey™ (VHCS)

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Value Health Check Survey
Powered by enlighta

What is the Value Health Check Survey™

- Based on the Sourcing Relationship Value Framework™
- Web-Based diagnostic tool useable in outsourcing & shared service center relationships
- Identifies potential opportunities for improvement in the health and overall value derived from the relationship
- Enables a standardized and repeatable framework providing trend analysis and peer group scoring (available in 2011)
- Customizable to the unique needs of your outsourcing & shared service center relationships

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Value Health Check Survey Powered by enlighta

When to use the Value Health Check Survey™

- At the beginning of the sourcing lifecycle in order to establish consistently understood expectations of overall value
- As a periodic (i.e. annual) way to assess the relative health of your sourcing relationships
- In situations where you're unsure of the health of the relationship or you're certain there are issues….

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Value Health Check Survey

Powered by enlighta

How is the Value Health Check Survey™ Administered?

- Customer & Service Provider each identify a VHCS Administrator to lead their team through the process
- Conduct a Brief (30 min.) Survey Administrator Session
  - Set-up the contract/relationship & collect data
  - Enroll the respondents
  - Confirm the schedule
- VHCS takes 1 to 1.5 hrs to take – 1 week recommended
- VHCS Basic Report provided within a few days of the survey completion
- Optional Facilitated Debriefing and premium reports are available for a low fixed fee
- IAOP Corporate Provider & Advisor Members get 2 complimentary VHCS per year as part of membership
- VHCS is available for a low fixed fee for as low as $750 per VHCS (based on quantity purchase)

The International Association of Outsourcing Professionals® (IAOP®)

Global Standard-Setting Organization and Advocate for the Outsourcing Profession

Addressing the challenges that come with greater levels of outsourcing is going to take a new breed of outsourcing professional.

www.IAOP.org

- Global Membership-Based Organization for Customers, Providers and Advisors

- Only Professional Quality Standard for the Field of Outsourcing

- Proven Track Record of Delivering Value – 85% of Customer Members Credit IAOP for Improved Outsourcing Outcomes

- IAOP® is the largest and fastest growing network of outsourcing professionals in the world

Most of the World's Top Organizations are Leveraging IAOP's Programs and Services

100+ Founding & Corporate Members, including:

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1000+ Professional Members ● 110,000+ Affiliate Members

www.IAOP.org

IAOP Structure and Programs

- Strategic Advisory Board, Regional Advisory Boards & Outsourcing Standards Board
- Research, Training, Services, Advocacy & Outreach Committees
- Geographic, Industry, Topical Chapters
- Online Member Directory, IAOPNetwork & Customer-only IAOPNetwork
- The Outsourcing World Summit®
- Regional Summits - part of the Outsourcing World Summit Conference Series
- Topical Forums as part of the Outsourcing Leadership Series
- IAOP Member of the Year Awards
- Outsourcing Hall of Fame Awards
- GEO - IAOP's Global Excellence in Outsourcing Award
- IAOP Knowledge Center (Firmbuilder.com®)
- Certified Outsourcing Professional® (COP) Program (Attending a chapter meeting earns COP's 1 CEH towards recertification)
- COP Master Class
- The Global Outsourcing 100 ® Program (The Global Outsourcing 100 list and sub lists, World's Best Outsourcing Advisors)
- Outsourcing Professional Code of Ethics

COP Master Class – North America Bundle Special

Limited seats available at this price!

If you are a Professional Member of IAOP and have attended *any* IAOP Chapter Meeting in the past 12 months, you may purchase *any* COP Master Class Bundle seat in *any* North America public class at the special price of *$3,500*.

Contact sales@iaop.org for registration details.

Upcoming COP Master Class and Governance Workshop scheduled in La Jolla, CA – November 1 thru 4, 2010

Other IAOP Upcoming Dates of Interest

2011 Global Outsourcing 100

Applications Open September 1, 2010 & Accepted through November 1, 2010

2011 Outsourcing World Summit

February 21-23, 2011 – Indian Wells, California

2011 Security and Outsourcing Conference

January 11, 2011 – Denver, Colorado

IAOP Chapters Offer a 1 Day Symposium on Use of Advanced Tools & Technologies to Improve Outsourcing Outcomes!

- ***What:*** The IAOP Global Technology Industry Chapter, San Francisco Chapter and Tools & Technology Innovation Chapters will hold a 1 Day intensive workshop where leading users and providers of advanced tools and technologies will share their experiences and best practices in the use of tools and technologies to improve outsourcing outcomes. The full day will include keynote speakers, user case studies and networking sessions for users and tools providers to explore the future of our industry.

- ***Where:*** The Symantec Corporation's Corporate Campus in Cupertino, CA. Includes lunch and a networking reception at the end of the day.

- ***When:*** Monday, October 25th from 8:30 – 5:30 p.m. PDT. Sunday afternoon before the Symposium a wine tasting tour is being arranged for those interested in participating.

- ***Cost:*** Free to IAOP Corporate and Individual Professional Members. Non-Members are welcome to attend by requesting a guest pass when enrolling.

- ***How:*** Enroll through the IAOP website. Details concerning sessions, speakers and meeting logistics will be posted shortly.

With more than 110,000 members and affiliates worldwide, IAOP® is leading the effort to transform the world of business through outsourcing.

If you are not already a member, you can begin taking immediate advantage of IAOP's programs and services by going to www.iaop.org.

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