



The 2004 Outsourcing World Summit

Conference & Exposition

February 23–25, 2004 • Disney's Yacht & Beach Club Resorts • Lake Buena Vista, Florida

Provider Roundtable: The Future of Outsourcing

Tuesday, February 24, 2004

9:30 – 10:30 am

Michael F. Corbett

Conference Chair and President & CEO

Michael F. Corbett & Associates, Ltd.

Frank Carlucci

Vice President, Outsourcing

Avaya, Inc.

David Rupert

Vice President, Management Services

IKON

Alfred Binford

Vice President & General Manager, Enterprise

Transformation Services, Global Outsourcing

Unisys Corporation

John Maher

Group President, BPO

United Systems Integrators Corporation

Kenneth S. Price

Chairman

Heritage Inter@ctive Services



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Michael F. Corbett
President and CEO
Michael F. Corbett & Associates, Ltd.

Michael F. Corbett is an internationally recognized consultant, author and lecturer on organizational structure and its powerful relationship to competitive advantage.

Mr. Corbett believes that for organizations to capture markets and increase shareholder value they must achieve best-in-world excellence born of specialization, strategically leveraged outside relationships, and constant innovation.

Mr. Corbett is best known for his pioneering work on the topic of outsourcing. This work includes training thousands of executives on the topic over the past ten years, producing and chairing the field's premier annual conference, *The Outsourcing World Summit*, forming and chairing *The Outsourcing Research Council*, producing and editing Firmbuilder.com, and authoring, since 1994, annual management briefs on outsourcing for Fortune Magazine. He is President and CEO of Michael F. Corbett & Associates, Ltd., a research and training firm dedicated to advancing outsourcing as a powerful management discipline.

Outsourcing has changed the world of business and with it the business of management. Outsourcing is not simply a by-product of the need to reduce costs. It is an integral part of an organization's strategy for excellence. Outsourcing enables best-in-world performance. It creates breakthrough thinking through a clearer focus on an organization's core competencies, combined with harnessing the unique capabilities of equally talented and focused outside partners. Seen this way, outsourcing becomes a powerful tool for organizational competitiveness.

Mr. Corbett began his work on outsourcing in the late 1980s when, as Manager of Software Service Offerings for IBM, he helped develop that company's strategic business plan for its entry into the outsourcing market. This business plan presented a compelling vision of the enormous opportunity available to IBM for partnering with its customers in the operations of their information systems.



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Today, IBM Global Services is the largest service organization in the world.

In 1997, Mr. Corbett formed *The Outsourcing Research Council*. The council's research and knowledge-sharing activities became the basis of the outsourcing programs at many of America's best-known organizations, including American Express, General Motors, GlaxoSmithKline, The U.S. Department of the Navy, Lockheed Martin, Freddie Mac, and Compaq Computer Corporation.

Annually, his company presents [*The Outsourcing World Summit Conference Series*](#), the industry's preeminent gathering of leading practitioners and thinkers. Since 1998, the series, which has made stops in the US, Europe, China, India, Australia, and Hong Kong, has been attended by thousands of business and government leaders from across the U.S. and around the world.

Firmbuilder.com, the company's online outsourcing information portal, was launched in May 2000 and has become the 'go to' resource for executives seeking a greater understanding and improved use of outsourcing as a management tool. Today, there are 30,000 registered users of the site with access to over 325 articles and reports on the topic. Firmbuilder.com has been praised by independent sources, such as eCompany Now, for its scope, depth, and quality of information.

Routinely sought as a lecturer and speaker on outsourcing and related topics, Mr. Corbett was, in 1996, an expert witness on outsourcing at hearings called by then President Bill Clinton and, in 2002, was invited to testify before the Office of Management and Budget's Commercial Activities Panel tasked with redefining the Federal government's outsourcing policies and practices. He has spoken at events for organizations as diverse as Bell Canada, Delta, EDS, Xerox, Trammell Crow Company, the European Textile Services Association, the People's Republic of China, India's NASSCOM, Pfizer, and GlaxoSmithKline.



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Frank Carlucci
Vice President, Global Outsourcing
Avaya, Inc.

Frank currently manages the Global Outsourcing business, an important strategic growth element and critical differentiator for Avaya. Global Outsourcing serves as an aggregator of Avaya products, services and capabilities, creating innovative ways to deliver measurable value to customers and help them effectively and efficiently manage their communications infrastructure and processes. With 20 years experience and over 100 customers, the Global Outsourcing business is well positioned to leverage Avaya's leadership position in IP Telephony and establish itself as a market leader in telecommunications outsourcing services.

Prior to his current role, Frank led the Business Operations and Planning function for Avaya's Enterprise Communications Group, and also spent two years as Avaya's Vice President for the Central Region of the United States.

Frank has held numerous other positions in the information technology industry. He joined Avaya from Lucent Technologies New Ventures Group where he was Vice President of a venture specializing in public safety related software applications. Prior to joining Lucent, he led the Major Programs Group (large systems integration) of Federal Data Corporation; a systems integrator focused on the U.S. Federal Government. Before Federal Data, Frank worked in the enterprise business at Nortel Networks. Frank also held sales management positions for a leading consumer products company following service as an officer in the Navy.

Originally from Washington, D.C., Frank is a graduate of the Georgetown University School of Foreign Service.



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David J. Rupert
Vice President, Management Services
IKON

Mr. Rupert has spent more than 25 years in corporate and consulting roles. As Vice President of IKON Management Services, he provides strategic direction for IKON's management services sales and operations, managing the development of strategies and processes to drive growth and operational excellence. He is also leading the implementation and roll out of IKON's recently announced IKON Service ExcellenceSM program – a proprietary outsourcing methodology to improve efficiency through streamlined document management workflow.

Prior to joining IKON, Rupert was Chief Development Officer of Uniscribe Professional Services, an industry innovator in offering digital document management services, off-site facility management outsourcing and reprographics. Before that, Mr. Rupert was President/COO and then CEO of HQ Global Workplaces, the world's largest provider of fully serviced office space and business support services. Prior to joining HQ Global Workplaces, Mr. Rupert spent 17 years at Pitney Bowes. He was President of Pitney Bowes Business Services, a division of Pitney Bowes providing a range of business services including mail, document and records management. He was instrumental in developing the initial business plan for the division, which he started in 1987 and helped grow to a \$550 million unit by the late-1990s.

Mr. Rupert graduated from Georgetown University with a BA in Political Science, and holds a Masters of Management from the Yale School of Management.



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Alfred Binford
Vice President and General Manager
Enterprise Transformation Services
Outsourcing for the Americas
Unisys Corporation

Al Binford is vice president and general manager of Unisys Enterprise Transformation Services, or ETS, Outsourcing for the Americas. Al is accountable for all outsourcing business development and account management in North and South America

Prior to joining Unisys, he was president of EDS Operations Solutions in the southeast United States. He was responsible for strategy, business development, executive client relationships and service delivery.

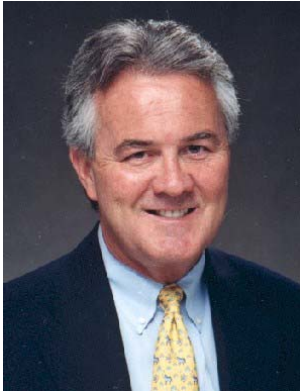
Al's previous experience includes senior-level management positions at leading communications providers in the U.S. He was senior vice president and chief marketing officer of Intermedia Communications; president and CEO of Bell Atlantic Long Distance (now Verizon); and he held positions in sales, operations and general management during an 11-year tenure at AT&T. Al earned his MBA from Fairleigh Dickinson University and his bachelor's degree from State University of New York.



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John Maher
President, Business Process Outsourcing
United Systems Integrators Corporation
(USI)

John Maher is President of Business Process Outsourcing (BPO) at United Systems Integrators Corporation (USI). He is a member of USI's Executive Committee and brings to USI a wide range of leadership experience from the technology and real estate industries. USI is the nation's fastest growing Corporate Real Estate (CRE) services firm and is a market leader in CRE outsourcing.

Prior to joining USI, from 1994- 2003 John was a senior executive at Trammell Crow Company (TCC) where he developed and implemented an innovative go-to-market strategy that resulted in a tenfold growth of TCC's outsourcing business. Prior to TCC, John was a business leader in a number of executive positions in the technology industry. He began his technology career at IBM.

John has been widely recognized by his peers for his leadership in outsourcing and was a finalist for the 2001 Outsourcing World Achievement Award. John is a graduate of the University of Akron, where he serves as an Advisory Board member. John also serves on the Board of Directors for Goodwill Industries of Western Connecticut.



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Kenneth S. Price
Chairman
Heritage Environmental Services
Heritage Inter@ctive Services

Kenneth S. Price holds a Ph.D. from Purdue University where he also served as a full-time instructor for water and wastewater courses. In 1994 he received the Purdue Civil Engineering Alumnus Achievement Award for lifetime achievement. He is a registered professional engineer in the states of Indiana, Illinois, and New York. He became President of Heritage Environmental Services in February, 1980. In 2000, Ken became the Chairman of Heritage Environmental Services and Heritage Inter@ctive Services (a wholly owned subsidiary).

His career prior to Heritage includes serving as a Captain and Environmental Engineer in the U.S. Army Medical Service Corp. Dr. Price was a Research Engineer for Union Carbide Corporation and Executive Vice of Clark Dietz Engineers, Inc. Dr. Price has served as a consultant to the U.S. EPA and has been an author and co-author of numerous technical articles for professional journals.

Dr. Price has been instrumental in the development of several not-for-profit organizations. The Southwest Community Awareness Association (SCAA) is a local community organization that was formed to address Community Right-to-Know issues on the West Side of Indianapolis. The Indiana Recycling Coalition represents concerned citizens, state and local government officials, business, industry and environmental groups. The West Indy Daybreakers is a chartered Kiwanis Club hosting business and community leaders in their endeavors to further children's causes. The Heritage Education Foundation was developed to write and present environmental curricula for teachers and students.

On a personal note, Dr. Price is married with three children. Ken is a very proud of his grandchildren and always ready to show off the latest photos. He is very involved in the choir, finance and long range planning committees and other groups at Zionsville United Methodist Church.



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Provider Roundtable: The Future of Outsourcing

Companies can't outsource in a vacuum, they have to outsource to someone. So what the industry leading providers are thinking and doing is not just of casual interest, it's at the heart of understanding how to create value for your company through outsourcing.

Mike Corbett leads Summit delegates in a free-wheeling discussion with some of the industry's best.

Key questions that are on everyone's mind:

- What are we getting right today, wrong, and how do we fix it?
- In an industry that's booming why are some providers having trouble making money and what does it mean to customers?
- What are providers doing to raise the bar in delivering real competitive advantage to customers?
- What's coming around the corner that customers need to be planning for today?