THE GLOBAL OUTSOURCING 100

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IA P

INTERNATIONAL ASSOCIATION OF
OUTSOURCING PROFESSIONALS

No matter how ground-breaking or cutting-edge a business practice may seem, you know it's gone mainstream when even the government is doing it. Consider outsourcing. When the City of Chicago decided in 1998 that the best way to handle its information technology systems was to let someone else oversee them, it outsourced the job to Unisys Corp., which was already managing IT systems for a long roster of corporate and government clients. The decision not only took a burden off Chicago's shoulders, but put money back in its coffers. Over the next 3 1/2 years, the city would save $6 million to $10 million in IT management and support costs. Better yet, as costs went down, efficiency went up: Chicago reduced the time it took to deliver services to citizens by 35%.

It's easy to see why outsourcing is such a tempting proposition. It enables you to focus on your core work—the things you do best—by having others manage the noncore processes; areas in which they may have a lot more expertise than you do. The benefits are twofold: Your employees are freed to concentrate on the critical tasks that can grow your business; meanwhile, noncore jobs—like operating the computer help desk—are run more efficiently.

Little wonder, then, that outsourcing is moving into new areas, covering tasks that until recently were almost always done in-house. "Over the past 20 years, companies have mostly been outsourcing IT, but within the past five or six years, they've started to outsource services like human resources and other business processes," says Chris Disher, a vice president at Booz Allen Hamilton, a global strategy and technology-consulting firm.

Business process outsourcing, or BPO, as it's called in industry parlance, may be a new market, but it's growing rapidly. Estimates of its size vary wildly, ranging from a few hundred billion dollars to well over $1 trillion (the International Association of Outsourcing Professionals expects the BPO market to reach $1.2 trillion in 2006). Outsourced tasks include call centers, data management, product engineering, insurance claims processing, and even medical research. Finance and accounting outsourcing is gaining traction too. The number of companies outsourcing three or more functions—including accounts payable, accounts receivable, general ledger, and financial reporting—is expected to reach 150 in 2006, more than double the number last year, according to FAO Research, a Cambridge, Mass., research firm that focuses on the finance and accounting outsourcing market.

Business Boom
It's no surprise either that, as more tasks are outsourced and more industries—energy, banking, insurance, and automotive companies in particular—embrace the concept, a growing number of providers are coming onto the scene. "There are a lot of smaller players carving out niches," says Jagdish Dalal, principal at JDalal Associates, an outsourcing consulting firm in Connecticut. "Wherever a very intense skill set is required, such as in data mining, there is an opportunity for a specialized provider to take on that task." By outsourcing these kinds of processes, a company doesn't have to make a big investment in an area it may know little about; instead, Dalal says, "it takes advantage of someone else's investment."

Outsourcing offshore is also attractive because of the savings potential. Labor costs overseas can be dramatically lower than they are in the United States. For a long time, the go-to destination was India. While it still dominates the offshore market, other countries, including China and Mexico, are gaining traction. Eastern Europe is emerging too, particularly in information technology outsourcing.

"IT departments are increasingly expected to achieve the impossible—working with tight budgets, limited resources, and time constraints," says Sergei Levteev, president of IBA Group, a Prague-based IT services provider with customers in more than 30 countries. "Outsourcing to Eastern Europe, where labor costs are lower and talent is plentiful, can serve as a key strategy in addressing these challenges." Yet offshore providers know that if they're going to stand out

THE VALUE QUOTIENT
The success rate of outsourcing deals from the client and vendor perspectives.

Customers: 82%, 12%, 6%
Providers: 55%, 38%, 7%

- Difficulty
- Mixed bag
- Successful

Source: Booz Allen Hamilton

CUSTOMERS   **PROVIDERS**
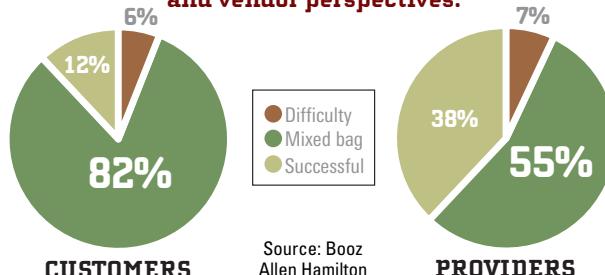
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in an increasingly busy pack, they must offer not only the tools companies want, but the flexibility they need. That means suggesting a range of business models—whatever makes the customer feel comfortable working with a provider thousands of miles away. "At IBA, we use a combination of onshore, near-shore, and offshore delivery models to provide services to our customers," says Levteev. "We also put special emphasis on long-term relations with our clients, which provides for a higher degree of trust and a better understanding of the client's business needs."

For many customers the most effective model is a mix of onsite (meaning, at their own location) and offshore services. As Levteev explains: "We'll put our project manager onsite locally, but have a team working offshore. By being so close to the customer, the project manager can understand exactly what the customer wants, and better lead the staff overseas."

Bottom Line Benefits

It would seem, then, that outsourcing presents a no-lose situation for companies. In theory costs go down and efficiencies go up. So here, perhaps, is the real surprise: Outsourcing hasn't been successful for everyone. In fact, more than 30% of customers have been dissatisfied with

their outsourcing results, according to a survey by Booz Allen Hamilton.

The problem is that many companies fail to grasp the amount of work that needs to go into outsourcing, before and during the life of the program. "Outsourcing is much more than a bidding process," says Disher. "Companies don't do enough analysis before they jump into it." Nor do they do enough to oversee the process once it gets started. "The old mindset of outsourcing is, 'This is a headache; let someone else handle it,'" says Disher.

The challenge—for companies that are considering outsourcing for the first time, as well as those that want to get it right the second or third time—is to find ways to improve the process, so that the results of outsourcing live up to its promises. That's no easy task, but complicating matters further are the time, and competitive pressures companies are under to work out the kinks.

"There is a continuous drive for efficiency," says Frank MacInnis, chairman and CEO of EMCOR Group, which services and maintains more than one billion square feet of facilities for

"Outsourcing is more than a bidding process. Companies don't do enough analysis before they jump into it."

companies in the biotechnology and health-care, commercial and industrial real estate, education, entertainment/hospitality, financial services, manufacturing, technology, and transportation industries, as well as public and government entities. "The continued globalization of the economy and the need for domestic companies to compete with firms from a whole host and range of countries continues to drive

the critical nature of outsourcing. For customers, outsourcing routine activities creates the freedom to focus on the critical parts of their business." That in turn makes them more innovative and competitive.

But before they can reap the true benefits of outsourcing, many companies are going to have to change the way they think about it. The short-term savings may be enticing, and real, but when companies view outsourcing as simply a quick way to cut labor costs, they miss the bigger long-term payoff. "Outsourcing should be an intensely strategic decision," says MacInnis, "and one in which the outsourcing provider is a trusted partner. When the provider

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understands the customer's strategic goals, it can provide expert suggestions on how to enhance, broaden, and deepen the relationship and add value." All too often customers view their provider as a distant vendor, working in isolation, instead of as an integrated part of the team. Yet when the customer and the provider work together and share information, outsourced processes can be made more efficient and successful and can be expanded into new areas. "In outsourcing, the best results come from taking advantage of this sharing of inside information," says MacInnis. "That's what leads to true long-term savings and other tangible benefits."

The good news is that outsourcing providers are adapting their own business practices to help forge deeper, more integrated relationships with their customers. Unisys, for example, is focusing on three themes: visibility, flexibility, and relentlessness. "Visibility means the ability to see how we execute outsourced processes," says E. Philip Smith, vice president of global solutions

management at Unisys. "If the customer doesn't see this, they can't integrate with us in a way that will work for them." Flexibility means that although a provider has standards and best practices for how it does the work, it can modify its procedures to better meet the customer's needs. "Successful outsourcing is about achieving the customer's goals, not saying, 'Here's my solution,'" says Smith. But visibility and flexibility must work in tandem with the third factor: relentlessness. "That means working hard every day to make sure the solution succeeds by continually improving the value we deliver to the customer."

In a lot of ways, outsourcing is like a marriage: What you get out of it depends on what you put into it. Vendors may be adapting to give the relationship better odds of success, but their customers need to put a lot of effort and strategic thinking into it as well. Only then will outsourcing's payoff match its potential. Fortunately, there are six steps you can take to transform outsourcing from a tempting idea to a thriving reality.

Outsourcing doesn't succeed overnight; it has to be tweaked and nurtured over time. For this reason it needs the buy-in and support of top management.

1 Think Strategically

The first thing to understand about outsourcing is that it's not an instant fix for a broken process or internal problem. It can only work if the function turned over to an outside firm can be mapped out step by step and easily transferred. Indeed, not every process is a good candidate for outsourcing. There will always be proprietary and specialized tasks that a company will simply do better than any third party it hires. "In the late '90s, we saw a lot of companies that failed to understand the intricacies of outsourcing," says Jeff Renzi, global vice president of sales and marketing for Perot System Corp., which offers both onshore and offshore IT and BPO services. "They were trying to turn everything over to one supplier, when it could be more than even a big supplier could chew in one gulp."

Outsourcing requires a lot more groundwork—and legwork—than most companies think, but the effort is essential if an ongoing payoff is to be achieved. Companies have to understand how they work, identify

what they do well, and know their true costs before they sign on the dotted line. "Today most customers have lived through one, even two or three cycles of outsourcing, and they're getting smarter about it," says Renzi. "They're learning that sometimes it pays to assign functions to different providers who have expertise in specific areas. They also realize that there needs to be someone at the governance level to manage all projects and measure results."

What many companies don't realize is that outsourcing doesn't succeed overnight; it has to be tweaked and nurtured over time. For this reason it needs the buy-in and support of top management. Senior officials are the only ones who can provide the commitment and company resources that outsourcing requires. In the past, programs were typically initiated by the CIO, who could get the program started but often couldn't keep it going, because there was no mandate from the executive suite to invest the time and personnel needed to make it work. Outsourcing programs that could have prospered wound up floundering.

The good news is that today more CEOs are giving their time—and blessing— to outsourcing projects. Many are also bringing in consulting firms to help them evaluate their internal
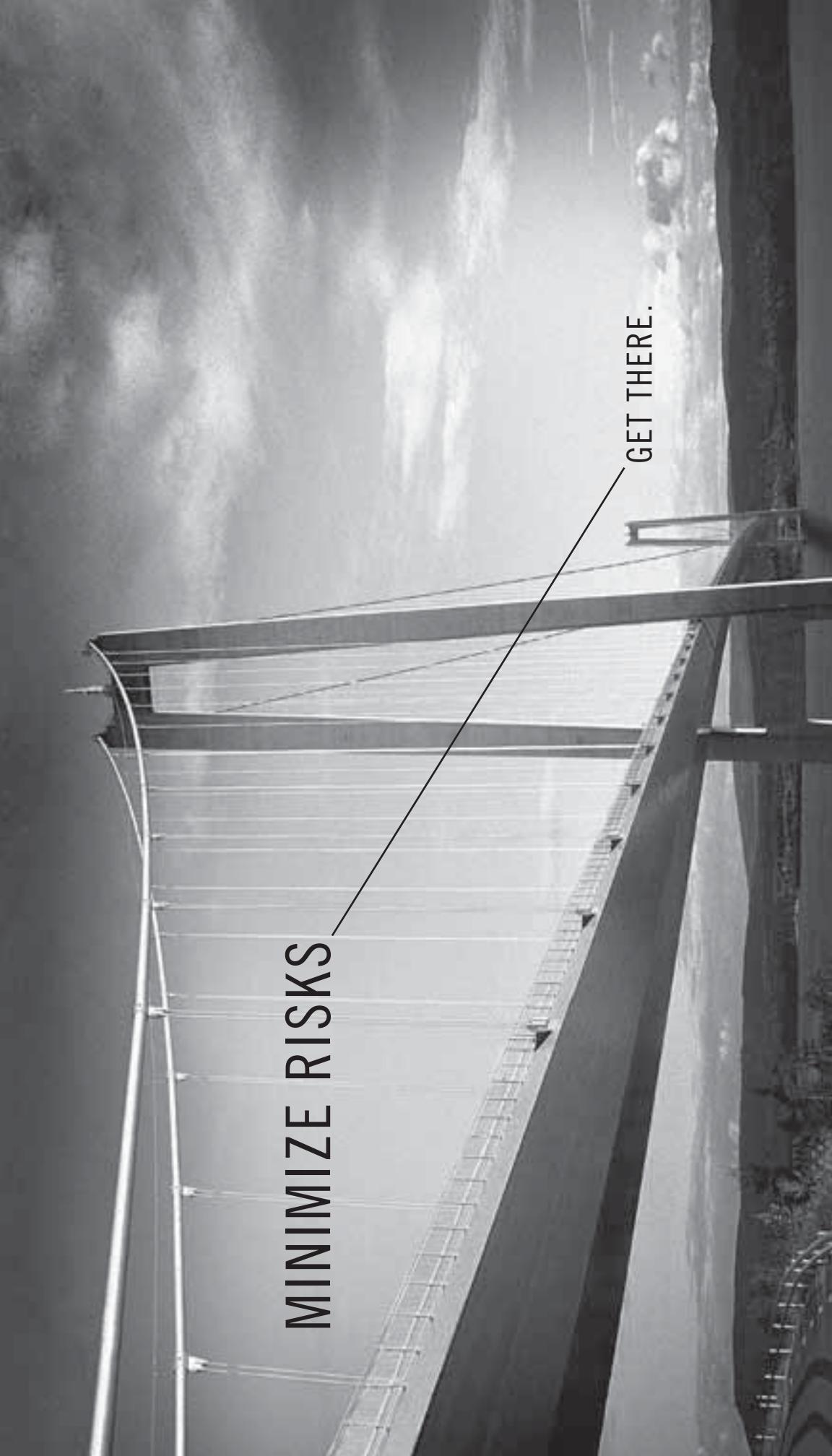
Icons by Erik Mausser

operations and develop benchmarks to measure ROI. That helps them determine what part of the business should be outsourced.
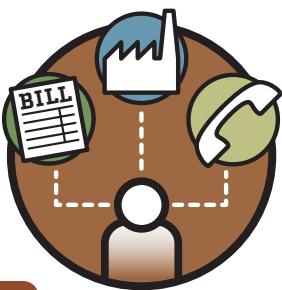
2 Develop the Right Business Model

Today, outsourcing partners are more flexible than ever, able to work with you in all sorts of arrangements. They can operate completely on your premises, offsite, or with a mix of on- and offsite teams. With so many options available the key is to choose the approach that works best with your company's culture—and the type of work you're outsourcing. There are no set rules, but there are some rules of thumb. For high-volume, "factory-like" tasks like data entry, a completely offsite model may prove most cost-effective. But for work that needs more integration and communication, a mix of onsite and offsite outsourcing may be best.

With the mixed approach, customers get the best of both worlds: a small group of consultants who work right out of their offices, and with whom they can easily interact and communicate the goals of a project; and a larger offsite team that can do the bulk of the work at reduced labor costs. The savings are particularly dramatic when the offsite team is offshore. It's a model that has become increasingly popular.

MindTree Consulting, an IT services company with headquarters both in Somerset, N.J., and Bangalore, India, that develops web applications and deals with data-warehousing, business intelligence and enterprise resource planning, among other processes, has seen its revenues go from zero to $100 million in less than six years, and its staff grow from ten employees to 3,500. Three of its ten founders came out of large U.S.-based consulting firms. It now has a big R&D services business that develops software in many areas including automotive, wireless, and storage applications. In addition, MindTree provides services in testing, applications, and infrastructure management. As Scott Staples, MindTree's executive vice president for North America explains: "This gives us the ability to do a lot more consulting than traditional Indian firms, but to do so at the right price; 90% of our customers hire us for that model."

Choosing the mixed model may be an easy decision, but deciding how much should be outsourced locally and how much offshore is a much harder call. The optimal mix changes from company to company and project to project, and needs to be carefully evaluated. That's a step that companies often omit. "There is no cookie-cutter approach," Staples stresses. "It has to be customized every time. What works for American Express may not work for Bank of America."

A successful business model also requires companies to hire the right outsourcing providers. Using multiple vendors can make a lot of sense. They will be motivated to offer competitive prices and highly skilled teams for the job, because they know they're going to be compared to rivals—and they want to build a strong, on-going relationship. But here, too, companies need to think strategically. "We are astonished when companies pick three or four partners that are identical in services and pricing and quality," says Staples. The better approach, says Staples, is to draft a diversified roster: "A smart portfolio will have one or two of the big providers, one midsized provider, and one niche provider for specialty services," says Staples. Big providers bring a wealth of experience and resources; midsized providers can be particularly responsive because

they won't have 15 bigger customers taking priority over you; niche providers can bring skills that are finely tuned for a particular, perhaps uncommon, task.

3 Assemble an In-House Team of Experts

No matter what strategy or business model a company embraces, there should always be an outsourcing expert in the company to manage the customer-vendor relationship. "An internal program office is absolutely critical to success," says Chris Sinclair, chairman of Cambridge Solutions, a financial services BPO company with operations in the U.S. and India. "You need someone who understands cross-cultural differences and how to manage the outsourcing process." Typically, the program management office is staffed by one dedicated manager from the client and one from the vendor. "The office functions as a central repository for best

practices and knowledge; it is where you coordinate your resources," says Sinclair. "The managers ensure that milestones and financial targets are being met. They help improve processes and resolve issues pertaining to outsourcing. This enables the client to build a strong relationship with the vendor's team."

The most successful outsourcing programs go even one step further, assigning an in-house "sponsor" for each process that will be done offsite. "The idea is to create local champions for the projects you outsource," says Sinclair. "These are mid-level managers that are given, in effect, 'ownership' of the project. They'll work with the provider and oversee every facet of the outsourcing process, from training the people who will be doing the task, to reviewing progress on a daily basis, to helping to modify the process so it works better." But smart companies don't just anoint sponsors, they give them incentives to succeed. "They'll get cash bonuses and job compensation that is directly affected by how the project goes," says Sinclair. Not only does this help drive a better ROI, but it also creates valuable persons within the company. "Now that they've been through the outsourcing process and made it work, they can do it for other projects," says Sinclair.
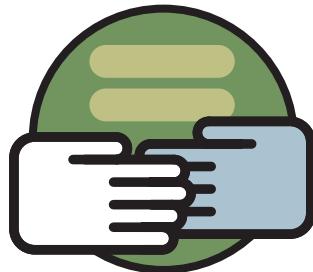
4 Treat Your Vendors as Partners

While an in-house sponsor is essential for success, the person who wears that hat needs to remember that outsourcing is a collaborative activity. "It's a mistake you see all the time," says Mark Pierson, senior vice president for global outsourcing at Science Applications International Corporation (SAIC), which provides IT, scientific, and engineering outsourcing services for commercial and governmental organizations. "Customers have a tendency to manage the operation much as before rather than rely on the outsource provider. They need to participate, but more at a strategic level for outsourcing to work."

The partnership model is particularly important given the number of providers a single company may have. "The service provider and the outsourcer need to develop solid integration among all the suppliers and the processes it has supporting the enterprise," says Pierson. "It needs to create integrated work-process flows, and develop a governance model, so that everyone can communicate with and understand each other."

When you treat your provider as a partner, you're able to better communicate your goals and develop trust. But fostering such a relationship takes time. "An outsourcer needs to sit down with its provider periodically and talk about operations and how goals are being met," says Pierson. "In addition, at least once every quarter you should meet to discuss your strategic direction. You want a dynamic environment where the parties actually talk, not one where everyone stands still trying to figure out what to do."

5 Build Value Over Time

The big-bang approach to outsourcing is dead. Instead of outsourcing business functions all at once, ramp up gradually. Learn to manage this activity on a small scale when there is little at risk so you can gain experience and work out the kinks. Afterward you can branch out into broader corporate restructuring. This is a particularly important rule to follow.

"You want to test the waters," says Lisa Ross, CEO of FAO Research. "Start with the easiest pieces, the high-volume, easily repeated functions where there's not too much that can go wrong." Accounts payable and payroll functions, for example, should be outsourced before reporting and auditing functions. Success here not only helps you make a business case for more complicated outsourcing, but also helps establish a good relationship with your provider—one that can be improved and expanded over time.

You'll certainly need that long-term relationship, because it's this strategic, evolving model of outsourcing that promises the biggest payoff. "It's absolutely critical that outsourcing is done with the clear intent to go beyond the easy stuff," says Pramod Bhasin, CEO of Genpact, the India-based global provider of business and technology services spun off from GE. "The maximum value comes with the higher-end processes such as forecasting and analytics, and product development." Genpact, for example, has helped Nissan Motor Co. analyze market segments and determine which automobile models will sell best in which markets—something that can have a far bigger long-term payoff than more cost-effective payroll processing.

RESOURCE GUIDE

The International Association of Outsourcing Professionals
The IAOP is the global, standard-setting organization and advocate for the outsourcing profession. It has 250 organizations from around the world as members that represent almost every industry segment and functional activity. More than 38,000 individuals working in the field of outsourcing are members or subscribers. **www.outsourcingprofessional.org**

The International Association for Human Resource Information Management
IHRIM, the leading source of knowledge for the application of HR information and technology to people management, is a community of experts providing publications, education, research, and networking events. **www.ihrim.org**

OutSourcing World Magazine
The comprehensive information and resource destination for decision makers involved in the purchase and management of outsourced IT and business processing services. **www.oswmag.com**

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http://outsourcing.technologyevaluation.com/go

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New York - Oct. 17–18, Metropolitan Pavilion
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www.outsource-world.com.

6 Go Offshore for the Right Reasons

When companies outsource offshore, they tend to do it for one overriding reason: savings. No doubt that can be a compelling inducement, especially considering that many processes, such as reconciling the books of accounts for a company, or performing analytics to determine its most profitable customer segments, can be 40% less expensive in India than in the U.S. But even providers with a large offshore presence caution that cost is only one factor to consider. "At the end of the day, it can't just be about price," says Genpact's Bhasin. "That's a shortsighted strategy. You have to think about how outsourcing fits in with the strategic goals of your company."

Indeed, a fixation on savings can actually be counterproductive. "When you go offshore you'll get a cost break, but if that's the only thing you're thinking about, you may end up choosing processes that are actually less than ideal for you in the future," says Bhasin. For example, if your company is growing so rapidly that you can't support its expansion, you'll want offshore processes that give you the most breathing room—even if they don't save you the most money. "We tell customers to ask themselves what is the most important thing for their business," says Bhasin. "It's that goal that offshoring should help accomplish."

The best practices for outsourcing become even more important when your business activities are being executed thousands of miles away. The payoff in savings, efficiency, and access to new talent, can be enormous, but like everything else about outsourcing, it won't just happen. "The biggest mistake companies make is underestimating the amount of effort that needs to go into outsourcing," says Bhasin. "If all you do is say, 'Take it, it's yours,' you're only going to get 60% or 70% of the benefits you could. Outsourcing isn't as easy as throwing processes over the wall and saying, 'Catch.'" ∎

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THE GLOBAL OUTSOURCING 100

An inside look at our list of industry all-stars.

This year the International Association of Outsourcing Professionals (IAOP) is proud to unveil a ranking of the world's top outsourcing service providers: The Global Outsourcing 100. The global list sets a precedent by providing the first industry-wide benchmark for overall outsourcing excellence.

Companies are ranked according to 18 criteria, including revenue growth, number of employees, the skills and training of their workforce, the number of technical and business certifications they have secured (such as ISO 9001), the track record of the management team, and the quality of customer service.

The companies that participated in the inaugural survey generate almost $100 billion per year in outsourcing revenue. Not every company chose to apply, so the astute observer will note that some well-known names are missing, including ADP, EDS, Pitney Bowes, and TCS.

Since the industry is composed of two types of players—larger, more established organizations (Leaders), and smaller, fast-growing companies (Rising Stars)—the IAOP created two separate lists. Rising Stars are up-and-comers that have average annual revenues of up to $75 million that have been growing at 30% per year since 2003, double the industry average.

It's no surprise that IBM, the $96 billion technology giant, holds the top spot on the Leaders list because of its size, revenue growth, and the quality of its customer service. Hot on its heels is Sodexho Alliance. This major provider of food and management services based in Saint-Quentin-Yvelines, France, gets high marks across the board. It has more than 324,000 employees working at 26,700 sites in 76 countries. Three additional technology and business process outsourcing companies rounded out the top five in the Leaders category— Accenture, Hewlett-Packard, and Paris-based Capgemini.

Among the Leaders group, 32, or nearly half, provide information and communications technologies services, 21 do transaction processing for their clients, 20 provide customer-support services, 16 provide financial-processing services, ten manage their clients' real estate and provide related facilities services, and ten do human resources work, such as payroll and benefits administration.

The list's data reveal some important facts about the industry. Financial-services firms are the heaviest users of outsourcing services, followed by technology, telecommunications, and manufacturing corporations. And despite negative publicity about offshoring, 51% of the companies on the Leaders list have their largest operations in North America.

In contrast, the 35 Rising Stars reflect the growing globalization of the outsourcing industry. Nine of the top ten have their primary operations outside the U.S. and Western Europe—six are in India, two are in China, and one is in the Russian Federation. In this group, 18 provide information and communications technology services, 12 provide transaction processing services, and ten support their client's financial operations.

The top company on the Rising Star list is ExlService, a leading provider of business process outsourcing solutions, with headquarters in New York, and four service delivery centers in India. The company focuses on the banking, financial services, and insurance industries with a wide range of integrated back-office services. It scored highly for the depth of its competencies, management capabilities, and customer roster. No. 2 is LUXOFT, a specialist in software-development services. Based in Moscow, its client roster reads like a Who's Who of the world's leading corporations, including Boeing, Deutsche Bank, Dell, and IBM. It is followed by HiSoft, a Chinese provider of information-technology services, Sento, a Salt Lake City–based provider of customer services and support solutions, and Progeon, a financial-transaction-processing firm, based in Bangalore, India that handles everything from accounting to tax reporting, .

In addition to providing great insights into the specific companies on the list, the Global Outsourcing 100 reveals startling trends. On average, annual revenues for Leaders grew by a robust 15% in 2005. As might be expected, it was dramatically higher for Rising Stars. It was up a whopping 66%, since most of these upstarts are at the beginning of their growth curve. At the same time, the employment rate for companies of all sizes rose 15% from 2004. The typical outsourcing company, offshore or not, has 2,000 employees on average, production operations in eight countries, and has local personnel in 13.

Looking for a strategic partner to boost efficiency at your organization? Read on....

A LOOK AT THE JUDGES

Here is our panel. It was composed of leading experts in the outsourcing industry:

Jag Dalal, a principal of JDalal Associates

David Barrett, a leading advisor on outsourcing and a partner at Simmons & Simmons

Michael F. Corbett, executive director, IAOP

Dr. Tina Dacin, Queen's School of Business (Canada), E. Marie Shantz Professor of Strategy & Organizational Behavior

D.J. Dalal, country manager (India) for engineering and technology sourcing for United Technology's Hamilton Sundstrand

Chris Disher, vice president and head of outsourcing advisory services for Booz Allen Hamilton

Deborah Kops, managing director of global sourcing transformation, Deutsche Bank

Lisa Ross, CEO of FAO Research, a firm specializing in outsourcing for the financial industry

Atul Vashistha, CEO of neoIT, a leading advisor to multinationals on services globalization

Global Outsourcing Leaders

Scoring was based on reviewed applications with some additional fact-checking. Leaders and Rising Stars were judged separately. Final ranking was based on a weighted average of all four distinguishing characteristics: size and growth rate; customer references; documented competencies; and management capabilities.

	COMPANY	WEBSITE	SERVICES
1	IBM	www.ibm.com	Customer Relationship Mgmt.; HR Mgmt.; Information and Communication Technology Mgmt.
2	Sodexho Alliance	www.sodexho.com	Real Estate and Capital Asset Mgmt.; Facility Svcs.
3	Accenture	www.accenture.com	HR Mgmt.; Information and Communication Technology Mgmt.; Financial Mgmt.
4	Hewlett-Packard	www.hp.com/go/outsourcing	Information and Communication Technology Mgmt.; Financial Mgmt.; Imaging and Printing
5	Capgemini	www.capgemini.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Financial Mgmt.
6	ARAMARK	www.aramark.com	Facility Svcs.; Uniform and Career Apparel
7	Wipro Technologies	www.wipro.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
8	CGI Group	www.cgi.com	HR Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
9	Unisys	www.unisys.com	Information and Communication Technology Mgmt.; Corporate Svcs.; Transaction Processing
10	Cognizant Technology Solutions	www.cognizant.com	Information and Communication Technology Mgmt.
11	HCL Technologies	www.hclbpo.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
12	Mastek	www.mastek.com	Information and Communication Technology Mgmt.
13	EMCOR	www.emcorgroup.com	Information and Communication Technology Mgmt.; Real Estate and Capital Asset Mgmt.; Facility Svcs.
14	Genpact	www.genpact.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
15	Johnson Controls	www.johnsoncontrols.com	Customer Relationship Mgmt.; Real Estate and Capital Asset Mgmt.; Facility Svcs.
16	Xchanging	www.xchanging.com	HR Mgmt.; Corporate Svcs.; Transaction Processing
17	ClientLogic	www.clientlogic.com	Sales; Customer Relationship Mgmt.; Transaction Processing
18	TeleTech	www.teletech.com	Sales; Customer Relationship Mgmt.; Information and Communication Technology Mgmt.
19	LASON	www.lason.com	Document Mgmt.; Financial Mgmt.; Transaction Processing
20	Patni Computer Systems	www.patni.com	Information and Communication Technology Mgmt.
21	Williams Lea	www.williamslea.com	Document Mgmt.; Facility Svcs.
22	Vertex	www.vertex.co.uk	Sales; Customer Relationship Mgmt.; HR Mgmt.
23	Cushman & Wakefield	www.cushwake.com	Real Estate and Capital Asset Mgmt.; Facility Svcs.
24	SAIC	www.saic.com	Information and Communication Technology Mgmt.
25	ExcellerateHRO	www.excelleratehro.com	HR Mgmt.; Administrative Svcs.; Transaction Processing
26	Harte-Hanks	www.harte-hanks.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.
27	Trammell Crow	www.trammellcrow.com	Real Estate and Capital Asset Mgmt.; Facility Svcs.
28	Cambridge	www.cambridgesolutionsltd.com	Information and Communication Technology Mgmt.; Financial Mgmt.; Transaction Processing
28	Perot Systems	www.perotsystems.com	Information and Communication Technology Mgmt.; Financial Mgmt.; Transaction Processing
30	Advanced Technology Services	www.advancedtech.com	Product Research, Development, and Manufacturing; Information and Communication Technology Mgmt.; Production Equipment Maintenance

	COMPANY	WEBSITE	SERVICES
31	NCS	www.ncs.com.sg	Information and Communication Technology Mgmt.; Financial Mgmt.; Corporate Svcs.
32	Tech Mahindra	www.techmahindra.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Security
33	Hewitt Associates	www.hewitt.com	HR Mgmt.
34	WNS Global Services	www.wnsgs.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
35	IKON Office Solutions	www.ikon.com	Document Mgmt.; Facility Svcs.; Administrative Svcs.
36	MphasiS	www.mphasis.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
37	SPI Technologies	www.spitech.com	Document Mgmt.; Administrative Svcs.; Litigation Support
38	Donlen	www.donlen.com	Customer Relationship Mgmt.; Financial Mgmt.; Corporate Svcs.
39	Ocwen Financial	www.ocwen.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
40	Intelligroup	www.intelligroup.com	Information and Communication Technology Mgmt.
41	The Astron Group	www.astron.co.uk	Document Mgmt.; Corporate Svcs.; Transaction Processing
42	24/7 CUSTOMER	www.247customer.com	Sales; Customer Relationship Mgmt.; Transaction Processing
43	Zensar Technologies	www.zensar.com	Information and Communication Technology Mgmt.; Transaction Processing
44	Colliers International	www.colliers.com	Real Estate and Capital Asset Mgmt.
45	Headstrong	www.headstrong.com	Information and Communication Technology Mgmt.
46	Equinox	www.equinoxco.com	Customer Relationship Mgmt.; Transaction Processing; Mortgage Processing
47	Ceridian	www.myceridian.com	HR Mgmt.; Employee Assistance Programs
48	Eclipsys	www.eclipsys.com	Information and Communication Technology Mgmt.; Financial Mgmt.
49	OfficeTiger	www.officetiger.com	Document Mgmt.; Corporate Svcs.; Transaction Processing
50	Infinite Computer Solutions	www.infics.com	Information and Communication Technology Mgmt.; Document Mgmt.; E-learning
51	eFunds	www.efunds.com	Customer Relationship Mgmt.; Document Mgmt.; Financial Svcs. Payments
52	Minacs	www.minacs.com	Marketing Customer Relationship Mgmt.; Back-office Administration
53	BT Global Services	www.btplc.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.
54	Direct Alliance	www.directalliance.com	Marketing; Sales
55	Amdocs	www.amdocs.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.
56	Satyam Computer Services	www.satyam.com	Information and Communication Technology Mgmt.
57	SITEL	www.sitel.com	Sales; Customer Relationship Mgmt.; Transaction Processing
58	Sapient	www.sapient.com	Marketing; Information and Communication Technology Mgmt.; Financial Mgmt.
59	IBA Group	www.iba-it-group.com	Information and Communication Technology Mgmt.; Document Mgmt.; Financial Mgmt.
60	Ness Technologies	www.ness.com	Information and Communication Technology Mgmt.
61	SEI Investments	www.seic.com	Financial Mgmt.; Transaction Processing; Asset/Investment Mgmt.
62	ICG Commerce	www.icgcommerce.com	Procurement Svcs.
63	Integrated Process Technologies	www.ip-tech.com	Financial Mgmt.; Facility Svcs.; Transaction Processing
64	TheMIGroup	www.themigroup.com	HR Mgmt.
65	Kanbay	www.kanbay.com	Information and Communication Technology Mgmt.; Transaction Processing

Global Outsourcing Rising Stars

|	COMPANY	WEBSITE	SERVICES
66	ExlService Holdings	www.exlservice.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
67	LUXOFT	www.luxoft.com	Information and Communication Technology Mgmt.
68	HiSoft	www.hisoft.com	Information and Communication Technology Mgmt.; Transaction Processing
69	Sento	www.sento.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
70	Progeon	www.progeon.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
71	Ajuba International	www.ajubanet.net	Financial Mgmt.; Administrative Svcs.; Transaction Processing
72	MindTree Consulting	www.mindtree.com	Information and Communication Technology Mgmt.
73	KPIT Cummins Infosystems	www.kpitcummins.com	Information and Communication Technology Mgmt.
74	Bleum	www.bleum.com	Information and Communication Technology Mgmt.
75	ICICI OneSource	www.icicionesource.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
76	vCustomer	www.vcustomer.com	Customer Relationship Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
77	MarketBridge	www.market-bridge.com	Marketing; Sales
78	SummitHR Worldwide	www.summithrww.com	HR Mgmt.
79	EPAM Systems	www.epam.com	Information and Communication Technology Mgmt.
80	Knoah Solutions	www.knoah.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
81	NIIT SmartServe	www.niitsmartserve.com	Sales; Administrative Svcs.; Transaction Processing
82	Concur Technologies	www.concur.com	Financial Mgmt.
83	Emerio	www.emeriocorp.com	HR Mgmt.; Information and Communication Technology Mgmt.; Transaction Processing
84	Motif	www.motifinc.com	Customer Relationship Mgmt.; Financial Mgmt.; Transaction Processing
85	Objectiva Software Solutions	www.objectivasoftware.com	Information and Communication Technology Mgmt.; Document Mgmt.
86	Bristlecone	http://www.bcone.com	Information and Communication Technology Mgmt.
87	DataArt	www.dataart.com	Information and Communication Technology Mgmt.
88	I.T. UNITED	www.ituc.com	Information and Communication Technology Mgmt.
89	Beijing Software Testing & QA Center	www.bstqc.com	Information and Communication Technology Mgmt.; Software Testing
90	IST Mgmt. Services	www.istmgmt..com	Document Mgmt.; Facility Svcs.; Administrative Svcs.
91	QA Labs	www.qalabs.com	Information and Communication Technology Mgmt.; Software Testing
92	Datamatics Technologies	www.datamaticstech.com	Document Mgmt.; Transaction Processing
93	Aplana Software	www.aplana.com	Information and Communication Technology Mgmt.
94	Datrose	www.datrose.com	HR Mgmt.; Document Mgmt.; Financial Mgmt.
95	International Smart Sourcing	www.smart-sourcing.com	Product Research, Development and Manufacturing
96	Fischer & Company	www.fischercre.com	Information and Communication Technology Mgmt.; Real Estate and Capital Asset Mgmt.
97	Mera Networks	www.meranetworks.com	Product Research, Development and Manufacturing
98	Maxil Technology	www.maxiltechnology.com	Information and Communication Technology Mgmt.; Financial Mgmt.; Transaction Processing
99	Outsource Partners International	www.opiglobal.com/	HR Mgmt.; Document Mgmt.; Financial Mgmt.
100	Cross-Tab Marketing Services	www.cross-tab.com	Marketing; Analytics

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