

Outsourcing: The U.S. Business Revolution

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Outsourcing: The U.S. Business Revolution

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Section 1: Outsourcing: Background, Definitions & Decision Factors

Outsourcing Defined

Although the term may be new to some, many believe that the basic concepts of outsourcing are not. After all, companies have always "out-tasked," that is, hired special contractors for particular jobs or to level-off peaks and valleys in their workload; they have always partnered -- forming needed relationships with firms whose capabilities complement their own; companies have always contracted for shared access to resources that were beyond their individual reach - - whether it be buildings, people, or technology. Indeed, none of these concepts are new, yet, none of them represent what we today call outsourcing.

Outsourcing is nothing less than a basic redefinition of U.S. corporations around core competencies and long-term outside relationships. These core competencies and outside relationships are chosen to bring the greatest value to the ultimate customer and the greatest productivity to the corporation itself. Outsourcing applies to every facet of today's corporation and at every level. It is a central management tool for the fundamental reengineering and reenergizing of America's businesses. Many believe that outsourcing must be embraced by corporations if they are to compete successfully in today's global economy. It is these realities that make outsourcing an exciting marketplace in the U.S.

Put simply, outsourcing is buying services from external providers. What is truly new is the size, scope and frequency with which U.S. organizations are entering into long-term services contracts for activities traditionally performed in-house. Today, 85% of organizations buy services once performed in-house, and 93% expect to do so within the next 3 years. Michael F. Corbett & Associates estimates that \$100 billion was spent on outsourced services by U.S.

firms in 1996. Information technology represents 40% of this total, logistics, 15%, facility management and operations, another 15%, and the remaining 30% is spread across activities, such as, administration, human resources, customer service, finance, and marketing and sales. (These figures do not even include manufacturing outsourcing, or contract manufacturing, which some estimates place at between 50-70% of the total cost of goods sold in the U.S.)

The result is that the traditional vertically integrated, self-sufficient organization of the past is quickly being replaced by interdependent organizations focused on core competencies. Along the way, entirely new classes of business-to-business services are emerging as well as entirely new industries and exciting opportunities for firms entering these markets and providing these services.

Traditional Organizational Structures

An understanding of the importance of the outsourcing megatrend in the U.S. starts with a reexamination of the traditional U.S. view of a "company," which is rooted in the post-industrial-revolution model defined by giants such as General Motors and DuPont in the 1920s and '30s. On the basis of this model, a company is generally thought of as a large, integrated organization -- that is, as an organization that directly owns and manages most if not all of its required resources. Under this model, business success was traditionally seen as synonymous with acquiring the factors of production.

Over the years, as organizations became more complex, their resources were further specialized and directed toward various aspects of the company's operations -- product design, engineering, manufacturing, human resources, information technology, distribution, and sales, just to name a few. Viewed strategically, outsourcing fundamentally challenges executives to rethink this notion of the traditional vertically integrated firm in favor of a much more flexible organization where internal investments are made in a more focused way on the organizations

core competencies with mutually beneficial longer-term outside relationships used to source many, if not most, of these ever increasingly specialized sub-disciplines.

The reality is that in the U.S. this traditional integrated firm is not the only, or necessarily the best, way to create value -- especially in the ferociously competitive highly volatile global economy of the 1990s. Almost any organization can gain access to resources. What differentiates companies today is their intellectual capital, their knowledge and their expertise -- not the size and scope of the resources they directly own and manage. As a result, outsourcing is being adopted by firms from across the corporate spectrum as well as governments at all levels and not-for-profits. No organization is too large or too small to be examining outsourcing. Preeminent organizations, such as those on the FORTUNE 500 list of America's largest corporations, are adopting outsourcing as a cornerstone of their efforts to sharpen market focus, capitalize on global opportunities, and reenergize operations. At the same time, smaller, rapidly expanding companies are using outsourcing as a way to match the capabilities of a large firm without the expense and delay of directly acquiring and managing each new resource needed.

Outsourcing's Emergence as a Powerful Management Tool

In a recent survey of FORTUNE 500 CEOs, Chief Executive Magazine concluded, "outsourcing is clearly regarded as a plus for those companies seeking to gain a competitive advantage."

How is outsourcing used to gain competitive advantage? To begin with, outsourcing demands an understanding of the concept of core competencies. Core competencies are the capabilities of the organization that truly distinguish it from its competitors. They are the capabilities upon which the success of the company, both today and in the future, depends. Core competencies are what gives an organization its clear leadership position -- as seen by its customers.

The key to understanding core competencies is an understanding of what business the firm is in, what its customers perceive as its core competencies, and knowing how to map these core competencies into enrichment-based solutions for the customer. Success is based on reengineering the organization to focus on customer enrichment. The agile competitor uses outsourcing to increase the scope of goods and services supplied to the customer.

In their Summer 1994 Sloan Management Review article entitled "Strategic Outsourcing," professors James Brian Quinn and Frederick G. Hilmer suggested some specific criteria that can help in identifying an organization's core competencies. Core competencies are:

- Skill or knowledge sets, not products or functions

Competencies tend to be based on knowledge rather than current products or assets owned. Given this, Quinn and Hilmer found that core competencies typically involve such activities as product or service design, technology creation, customer service, or logistics.

- Flexible, long-term platforms -- capable of adaptation or evolution

If core competencies are too narrowly defined and too tightly tied to current products or services, they will not continue over time to be the areas that the customer values. If not properly selected, what looks like today's core competency could easily become tomorrow's commodity.

- Limited in number

Quinn and Hilmer suggest that most companies have no more than five core competencies. Too many and the organization can't match the performance of their more focused competitors.

- Unique sources of leverage in the value chain

Core competencies are what makes an organization special. They must also be where the organization gets the greatest leverage from its investments.

- Areas where the company can dominate

With outsourcing, companies can no longer dominate based on their size, but that doesn't mean that they cannot dominate their competition. Core competencies are the new areas of competitive advantage.

- Elements important to customers in the long run

Sales, distribution, repair and service are areas that are directly related to serving the customer. Quinn & Hilmer suggest that at least one of an organization's core competencies should come from activities that are close to the customer.

- Embedded in the organization's systems

To be sustainable, core competencies must come from the organizations' systems and methodologies. They can't be tied to a singular talent or industry expert. Core competencies are part of an organization's culture.

Outsourcing enables corporation executives to focus their energies more on the 'what' and less on the 'how' of their businesses. For many, in fact, the most compelling reason for outsourcing

is that several of the 'how' type issues are siphoning off huge amounts of management's resources and attention. Issues get stuck in middle management 'decision gridlock.' This creates financial and opportunity costs that effect on the company's future.

Because of this, outsourcing is frequently a by-product of one of the other "what to do tools" -- business process reengineering. Reengineering is the fundamental rethinking and radical redesign of business processes looking for dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed. The focus of reengineering is not on small or incremental changes yielding a 10-20% improvement, but on quantum leaps -- 10-fold improvements -- reached through entirely new work processes and structures.

But when and how are the benefits of reengineering to be realized? The answers are often "right now" and "through outsourcing." Outsourcing allows an organization to immediately realize the anticipated cost and quality benefits of reengineering. By having an outside organization -- one that is already reengineered to world-class standards -- take over, the benefits timetable is moved up dramatically. There can be a lot of executive time invested and pain in taking an internal function, especially one that is non-strategic and may have been neglected over recent years, to world-class status. Frequently, organizations decide instead to outsource the function to a company that can immediately guarantee the improvements offered by reengineering and assume the risks. In other words, many companies turn to outsourcing as a way to realize the benefits of reengineering today instead of tomorrow and in the global economy, more than ever, time is money.

There are other sides to the outsourcing equation. When it comes to evaluating the effectiveness of outsourcing towards helping an organization compete in the marketplace it's also wise to remember that outsourcing boils down to issues of people, power and money. Unlike internal support functions, an external partner competes for the business and must demonstrate that it has the most responsive and cost effective service available. This points directly to what some see as one of the hidden benefits of outsourcing, --competitive differentiation.

In 1989, Peter F. Drucker wrote, “In-house service and support activities are de facto monopolies. They have little incentive to improve their productivity. There is, after all, no competition.” Outsourcing, he argued, “may indeed be the only way to attain productivity in clerical, maintenance and support work. And increased productivity in such work will increasingly become a central challenge in developed countries, where such work now employs as many people as manufacturing does.” No CEO wants his or her ability to manage a non-core function to be the differentiator on which the enterprise succeeds or fails. Outsourcing levels the playing field and allows companies to compete on the basis of what they know best - their own business.

In summary, to succeed, companies need to understand their core competencies, as seen by their customers and apply outsourcing, where appropriate, to non-core aspects of their business. Companies who try to do it all themselves incur vastly higher research, development, marketing and deployment expenses -- expenses which have to be passed on to the customer. And today's customers are too sophisticated to accept the costs associated with an organization's desire to maintain singular control over all aspects of its operations.

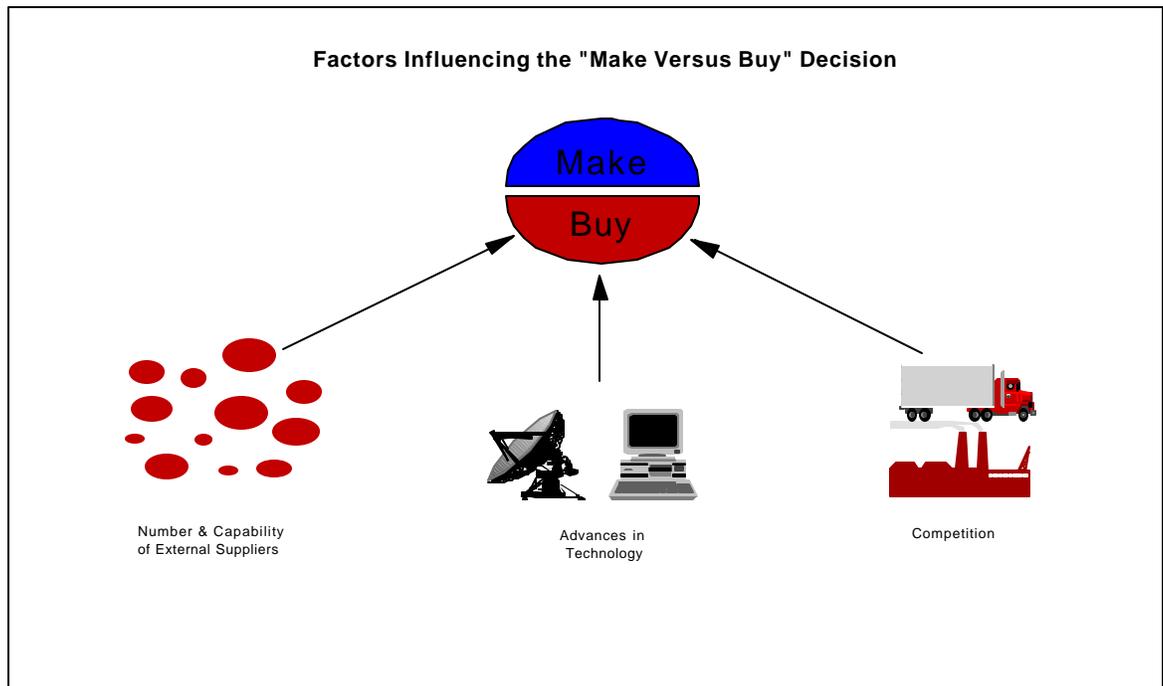
Driving Factors

Outsourcing as a “Make versus Buy” Decision

At its core, outsourcing is a “make versus buy” decision. A decision that is basic to all organizations and among the most important to an organization’s success. Managers must decide which activities to perform internally (make) and which to acquire from external sources (buy). These decisions determine how an organization’s resources are used. They directly impact the cost and quality of an organization’s products and services.

Three factors that directly influence “make versus buy” decisions are: 1) the number and capability of external suppliers; 2) advances in technology, and; 3) competition. Since these factors change, managers must continually reexamine their “make versus buy” decisions. These factors are external to the organization itself, and advances in each have strongly tipped the scale toward buying services traditionally performed in-house. (Figure 1.)

Figure 1



Outsourcing is "buying" services from an external supplier.

85% of companies buy services today, and 93% expect to do so in the next three years.

The factors that influence a company's outsourcing decisions are:

- the number and capabilities of external suppliers
- advances in technology
- competition

Services performed out of necessity can be purchased from thousands of external suppliers. Technology has changed the way most service work is done. Competition is global and unrelenting, even for companies in traditional industries.

Number and Capability of External Suppliers

Today, there are thousands of external suppliers for everything from cleaning and food services, to payroll, transportation, information processing, and financial management.

The services industry now dominates the U.S. economy. Where in 1945 the services industry represented 57% of total employment in the U.S., today the services industry represents almost 80%.

The capability of specialized service providers are, as a result, enormous. For example, ServiceMaster is a \$2 billion services firm focused exclusively on performing facility maintenance work (cleaning, custodial) for its customers. Johnson Controls World Services, \$1 billion subsidiary of Johnson Controls, Inc., provides facility and equipment maintenance and management for more than 600 million square feet of buildings for customers around the world. Obviously, no single organization that does not have these activities as its core can possibly achieve the economy of scale, capability, and sophistication of these specialized providers.

Given the number and capability of these firms, it actually becomes a competitive disadvantage not to outsource. For example, the U.S. steel industry is widely using outsourcing as a way to re-establish itself against ferocious overseas competition. Major steel companies have used outsourcing to increase focus on their core business and to become more customer-service oriented. For example, AK Steel Corporation (formerly Armco Steel) ranked last in profitability in 1991 -- actually losing \$250 million. New management pared down the company's operations, focused more tightly on its steel manufacturing core, and used information processing outsourcing to create just-in-time supply management capabilities for its customers. The result was that in 18 months the company went from the least profitable to the most profitable in its segment. One critical new contract won by AK Steel was as sole provider for Saturn's Spring Hill plant. AK Steel won this contract not just on costs, but on the quality of its services -- strengthened through outsourcing.

Advances in Technology

Advances in technology have significantly changed how work is done. As William Knoke explains in his recently published book, *“Bold New World: The Essential Road Map to the Twenty-First Century,”* technology plays a critical role as an enabler of outsourcing. Before the explosion of technology, “the best way to manage large pools of resources and deploy personnel was through very structured hierarchies. Each person had a fixed role to perform, and groups were rigidly organized under nearby managers.”

All forms of technology -- from computers, to communications, to automation -- have changed this rigid, fixed organization of work. Technology has made it possible for resources to be more efficiently organized and shared. Resources once dedicated to a particular task can now be brought to where they are needed, when they are needed. Or, they may not be “brought there” at all, but accessed remotely, electronically. For example, information systems and communications allow an organization’s payroll to be processed anywhere, with the paycheck electronically deposited in the employee’s account. Mobil communications make it possible for field resources to be dispatched and managed from a central point. Experts can work at one location while making their skills and knowledge available to field representatives wherever they are -- via telephone, electronic mail, and video conferencing.

Technology also makes it possible to integrate the activities of separate companies into a single, seamless operation. Technology has also brought tremendous automation to service work. Automated teller and ticketing machines make it possible for customers to conduct business once requiring a teller or ticket agent. Employees use computer systems to directly access information from databases, place requisitions, and report their activities -- work once performed out of necessity by other employees.

At the same time, the enormous cost of new technology drives the decision to outsource. Although technology prices decrease on an individual unit basis, deployment across an organization is frequently too expensive for a stand-alone organization independently buying, deploying and managing its technology. In contrast, specialized service providers like AT&T, MCI, and Sprint are better capable of deploying worldwide telecommunications networks using the latest digital technologies. External service providers share investments across their many customers, making it possible to deploy technology quicker at a lower risk and lower cost to the individual customer.

Competition

The third factor that drives increased “buying” of services is competition. Most U.S. organizations are in a global market and as a result, face relentless, worldwide competition. Organizations that are not, still face increasing competition due to deregulation, changes in funding methods

For example, the communications, airline, and utilities industries have all gone through, or are going through, massive upheavals caused by deregulation. The health care industry is going through similar upheavals as the traditional fee-for-services model is replaced by managed care.

Even organizations in industries not directly affected by these changes feel their effect. First, its customers are directly impacted, in turn, placing greater demands on them.

Second, its competitors may be in industries that have been through these changes and have developed more efficient organizations as a result. The trucking industry, while not competing globally, has customers who compete on a global scale. This is pre-eminently true of the railroad industry, whose major customers are themselves major players in global markets such as grain, automobiles, steel, and chemicals.

Top Ten Reasons Companies Outsource

All of the underpinnings discussed up until now translate into specific measurable benefits to companies that use outsourcing to move from the traditional vertically integrated model to one based on core competencies and interdependence.

The most frequently sought after benefits are:

Reduce and Better Control Operating Costs

The single most important tactical reason for outsourcing is to reduce or control operating costs. Access to the specialized service provider's lower cost structure is one of the most compelling benefits.

In 1994, The Outsourcing Institute studied 30 companies that had outsourced specific aspects of their operations. The purpose was to understand both the process they followed and the results achieved. On average, companies are experiencing a 9% cost savings and a 15% increase in capacity and quality as a result of their outsourcing efforts.

Make Capital Funds Available

Outsourcing reduces the need to invest capital funds in non-core business functions. This makes capital funds more available for core areas. Outsourcing can also improve certain financial performance measurements. For example, by eliminating investments in assets dedicated to non-core activities, return on equity improves. This makes it easier for the company to get funding for its operations at a lower cost of capital.

Cash Infusion

Outsourcing can also involve the transfer of assets from the company to its provider. Equipment, facilities, vehicles, and licenses used in the current operations all have a value and are, in effect, sold to the provider as part of the transaction resulting in a cash payment. This cash can then be used to fund more strategic parts of the company's operations.

Resources Not Available Internally

Sometimes companies outsource because they simply do not have access to the required resources within the company. For example, if an organization is expanding its operations, especially into a new geography, outsourcing is a viable and important alternative to building the needed capability from the ground-up. The new Mercedes-Benz plant in Alabama is an excellent example of this. The facility is designed around the outsourcing of many of its activities -- with providers whose contracts make them partners in the success, or failure, of its operations.

Improve Business Focus

Outsourcing lets the company focus on broader business issues while having operational details assumed by an outside expert. For many companies, one of the most compelling reason for outsourcing is that these 'how' type of issues, in areas where the company is clearly not a specialist, siphon off huge amounts of time, resources, and attention.

Access to World-Class Capabilities

By the very nature of their specialization, outsourcing providers bring extensive worldwide, world-class resources to meeting the needs of their customers. According to Norris Overton, a senior executive at Amtrak, partnering with an organization with world-class capabilities can offer: access to new technology, tools, and techniques that the organization may not currently possess; better career opportunities for personnel who transition to the outsourcing provider; more structured methodologies, procedures, and documentation, and; competitive advantage through expanded skills.

Accelerate Reengineering Benefits

Outsourcing is often a byproduct of another management tool -- business process reengineering. It allows an organization to immediately realize the anticipated benefits of reengineering by having an outside organization -- one that is already reengineered to world-class standards -- take over the activity.

Share Risks

There are tremendous risks associated with the investments an organization makes. Markets, technologies, regulations and many other factors change at a blurring pace. When companies outsource, these investments are now made by the service provider who, based on their

specialized expertise, is better able to weigh the alternatives and spread the risks across multiple clients.

Free Resources for More Strategic Activities

Every organization has limits on the resources available to it. Outsourcing permits an organization to redirect its resources from non-core activities toward activities that have the greater return in serving the customer.

Function Difficult to Manage or Out-of-Control

Outsourcing is certainly one option for addressing these types of problems. Outsourcing does not, however, mean abdication of management responsibility nor does it work well as a knee-jerk reaction by companies in trouble.

Types of Services Outsourced and Selected Case Studies

The Outsourcing Continuum

The Outsourcing Continuum captures the range of activities outsourced by U.S. organizations. As organizations increase their use of outsourcing as a business tool, they move from the bottom left of the continuum to the top right. The activities on the left are the first to be outsourced and are now routinely outsourced by U.S. organizations. As organizations expand their use of outsourcing they move along the continuum and begin to outsource more strategic activities viewed as ever closer to the core of their business.

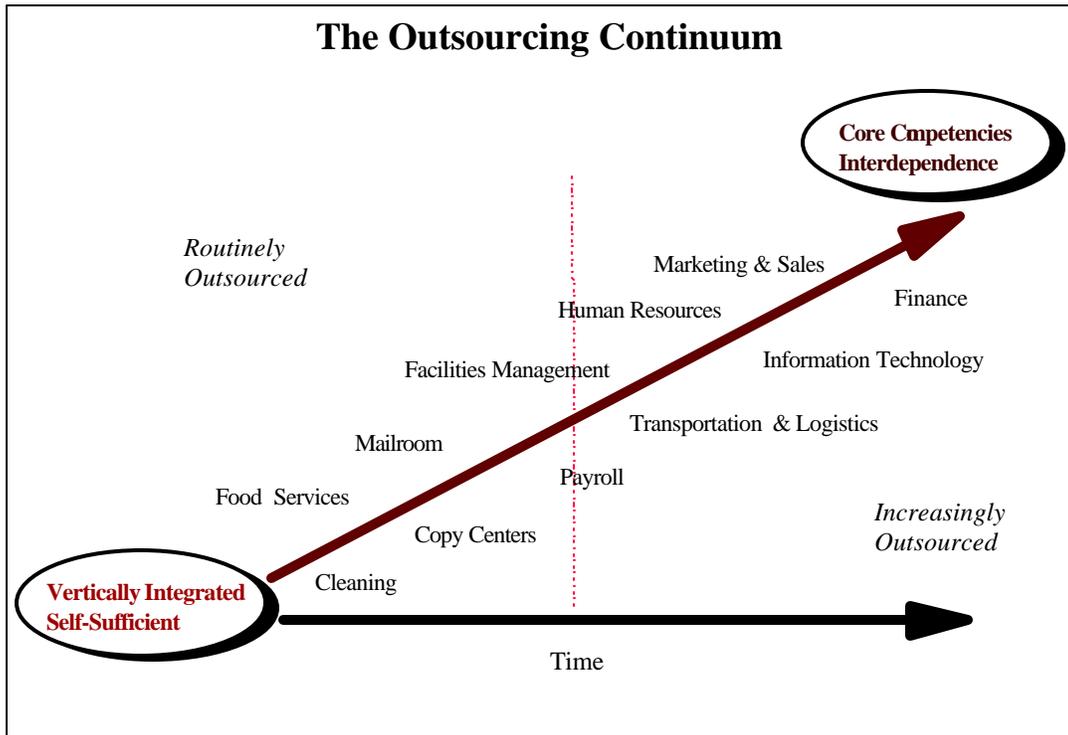
Each of these activities is described and illustrated through references to independent research on the outsourcing of the activity and case studies of actual companies.

Cleaning

Cleaning activities, such as, housekeeping, custodial, and grounds maintenance are outsourced by 91% of organizations.

An example is the Logan Airport terminals of Continental, American, Virgin Atlantic, USAir Commuter, and American West Airlines. Cleaning, custodial work, and grounds maintenance at these terminals are outsourced to International Service System, Inc. (ISS). ISS is a billion-dollar international company generating 82% of its revenue from commercial cleaning and landscaping services. ISS, itself just one of many providers of these types of services, has over 20,000 customers in the U.S. alone.

Figure 2



Organizations are moving from a vertically integrated, self-sufficient model to one based on core competencies and interdependence.

Activities such as cleaning, security, food services, copy centers, package delivery, mailroom and payroll are routinely outsourced.

For example, a 1993 survey by the International Facility Management Association found that 91% of companies outsource cleaning activities such as housekeeping, custodial, and grounds maintenance.

Activities closer to the core of the business are increasingly outsourced as well.

For example, 1 in every 12 dollars spent in Information Technology by IS organizations is for outsourcing contracts.

Microsoft outsourced customer service for Windows '95, focusing instead on its core competency of software development. Nike outsources 100% of its athletic footwear manufacturing, choosing to focus on product design and distribution.

Food Services

Food services are also one of the most commonly outsourced activities. Corporations, such as, American Airlines, General Motors, Citibank, Dow Corning, General Electric, United Airlines, USAir, and Viacom, as well as most U.S. sporting venues, outsource food services.

As an example, Aramark, one of the leaders in this field, provides services daily to 15 million people at more than 400,000 locations around the world. One example is Xerox's worldwide training center where, since 1972 when construction began at the site, ARAMARK has played an ever-expanding role in the center's daily operations. Initially, ARAMARK operated the student and staff dining, banquet services, front desk, University Pub, gift shop, laundry, and housekeeping services. Later, ARAMARK added custodial, conference, reception and mailroom services. Most recently, ARAMARK has begun managing the fitness and recreation center, the media support team and the center's telephone operation.

Copy Centers

The outsourcing of copy centers includes such document management work as copying, printing, and reprographics.

Since the mid-1980s, General Electric has, at its 620-acre, 30-building turbine plant and R&D center in Schenectady, New York, outsourced copy centers to Archer Management Services (AMS). GE's main reasons for outsourcing were to reduce operating costs and improve employee morale.

In another example, the Case Corporation, a global manufacturer of farm and construction equipment, reduced document production costs by 15% and improved inventory operations by

outsourcing document management to Xerox Business Services. Prior to outsourcing, the company primarily used traditional offset printing to produce large quantities of technical publications. These mass-produced documents then required warehousing for long periods of time until supplies were depleted and the process repeated. As part of its outsourcing contract, Xerox implemented a print-on-demand system. It reduced production costs and warehouse space. Warehouse space was reduced from 80,000 square feet to 7,500 square feet and manuals on-hand were dropped from a one-year supply to a 45-day inventory.

Mailroom Operations

Outsourcing of a mailroom is more than just handling the mail. Smart management can cut package delivery costs by 20%. There are management fees, especially, labor, equipment, and administration. Then there are shipping costs. Reducing these requires real expertise in things such as the wide range of pre-sorting discounts available, multiple alternative shipping options, and the right management procedures to ensure that expedited delivery is used at the right times and for the right reasons. Outsourcing providers can bring real expertise in this total process, not just a lower cost structure. As a result, companies in all industries, such as, Informix, American Welding Society, Univar, Sensormatic, Unisys, Motorola, and McDonnell Douglas, are outsourcing mailroom operations to specialized providers.

Merck, Inc., the \$17 billion pharmaceutical firm, which outsources mailroom operations at its world headquarters in New Jersey to Pitney Bowes Management Services. The Pitney Bowes contract is, in fact, just one of 15 outsourcing contracts covering every aspect of site services at this 1 million-square-foot facility.

Ernst & Young, one of the largest and most diversified professional services firms in the U.S., outsources management support functions in the Washington, D.C. area and its temporary staffing nationally to Norrell Corporation. Norrell, through its Tascor subsidiary, has assumed

responsibility for all Ernst & Young D.C. area business service center activities, mail room, reproduction facilities, receptionist functions, centralized filing, hoteling for executives, and conference room scheduling. Across the board, Norrell has saved Ernst & Young more than 10 percent in costs. Ernst & Young could have done the same work that Norrell is doing, but its executives believe that it would have taken two to three years to meet Norrell's quality service and production levels, and it would have cost more money to get there.

Payroll

Payroll handling, such as, paycheck processing and tax filing, is widely outsourced. Among organizations surveyed by The Outsourcing Institute, 34% outsource this activity.

For example, Avis Rent A Car with 14,000 employees at 4,800 locations around the world outsources its payroll to ADP. ADP Employer Services, just one of many firms in this industry segment, pays more than 17 million U.S. workers for more than 300,000 clients.

Facility Management

Facilities management extends beyond basic custodial and upkeep of grounds to include responsibility for the sophisticated systems that are an integral part of today's buildings.

For example, JC Penney's 1.9 million-square-foot corporate headquarters in Plano, TX houses over 3,800 JC Penney Associates and hosts hundreds of visitors every day. When JC Penney announced in 1987 that it would relocate its Home Office from New York City to Plano, it decided to outsource facility management at its new site to Johnson Controls Integrated Facility Management services. As a result, a 30-member Johnson Controls staff operates and maintains the mechanical and electrical, plumbing, building automation, fire alarm, sound masking, energy

management, computer-operated window shade, and computer-operated irrigation systems as well as the cafeteria equipment. The Johnson Controls team also worked with the JC Penney technology department to create a customer work order system.

In some cases, facilities management has been combined with overall property portfolio management. The largest contract of this type was signed by Ameritech with an alliance of LaSalle Partners and Johnson Control who jointly handle the company's 48 million square foot portfolio of properties in five states. The partnership of LaSalle and Johnson Controls is responsible for all real estate transactions as well as providing operational support, technical support, and maintenance management systems and technologies, and establishing, executing and managing energy initiatives throughout the thousands of facilities involved.

Human Resources

Human resources activities outsourced include program administration, staffing, and, in some cases, entire responsibility for a firm's HR department. In a 1994 Conference Board survey, over 60% of respondents outsource one or more HR activities. Over 50% plan to outsource one or more activity in the future.

One example is Egghead Software, a billion-dollar 10-year old reseller of software and hardware. As a result of moving to new headquarters, Egghead decided to outsource the benefits administration (health, welfare, and 401(k)) of its 2,500 employees to Ceridian Employer Services.

Another example is Olin Corporation, a leading chemicals, metals, and ammunition company, uses outsourcing within the relocation management area of its human resources function. Olin had traditionally relied upon third-party services, such as, home sale assistance and pre-marketing, but wanted to gain greater efficiencies by outsourcing more of the relocation management function. They found tremendous savings opportunities. For instance, to move the household goods for only 100 transferring families over a year's time, costs may exceed \$500,000. Through negotiated fees on behalf of multiple clients, outsourcing providers, such as PHH Corporation in this case, can drive down costs by as much as a third. In addition to cost savings, outsourcing gave Olin human resources employees, who were formerly involved with the administration of relocation programs, a chance to take on responsibilities more directly related to maximizing the value of the company's people resources.

In another example, The First National Bank of Chicago uses an average of 200-250 temporary assignment employees on a weekly basis and relies heavily on a flexible workforce to support its expansion and reduce its risks. To accomplish this, First National developed an on-site partnership program with outsourcing service provider Olsten Staffing Services. The

partnership represented the outsourcing of the banks "flexible workforce" to a single staffing services management firm able to manage all their needs for qualified workers in the areas of office automation, secretarial, clerical, mailroom and IS. All management, detailed usage reporting, billing, and quality assurance are handled on-site by a dedicated Olsten facilitator.

In a final example, Frontier Corporation, the nation's fifth-largest long-distance company, outsourced staffing of its management and technical positions to Management Recruiters International, Inc. MRI handles the entire staffing process for these positions including finalization of the internal search, applicant tracking, recruiting, negotiating the final offer, drug screening and new-hire paperwork. The key objective of this outsourcing relationship is to optimize the overall cost-per-hire and maintain a high quality of candidate.

Transportation & Logistics

Activities outsourced under transportation and logistics include freight audit, warehousing, maintenance, freight brokering, leasing, import/export, logistics operations and integrated logistics management.

Chrysler is an excellent example of a traditional, vertically integrated, self-sufficient organization redesigning itself through outsourcing. As a result, Chrysler is the automotive industry's low-cost producer and makes the highest profit per vehicle. It outsources nearly 70% of its manufacturing as compared to 60% for Ford and 47% for GM.

In addition to outsourcing manufacturing activities, Chrysler is outsourcing much of its in-house service work. In its logistics operations, Chrysler uses the concept of "lead logistics" -- designating a single outside logistics supplier to coordinate a production facility's entire inbound logistics requirements. One case is Chrysler's Jefferson North Assembly Plant where the lead logistics firm, Ryder Dedicated Logistics, built a dedicated cross-docking facility, operates 65

tractors and 140 trailers, and manages all inbound logistics from upstream suppliers in Michigan, Ohio, Indiana and Canada.

Another example is Kodak. Kodak outsources its fleet vehicle operations to PHH Corporation. PHH handles 78,000 fleet calls a year (213 per day) and operates a fleet of 10,000 vehicles for Kodak with 4,000 new vehicles purchased each year. One benefit Kodak receives through outsourcing is the transfer of millions of dollars of assets from its balance sheet to PHH, providing Kodak with a higher return of equity.

A final example is Northern Telecom (Nortel) which designs and manufactures enterprise, broadband and wireless networks as well as local and long-distance telecom networks. Northern Telecom sees serving customers as a top priority and the company taps into the expertise of specialists to make sure they have world-class quality customer service in all markets. Northern Telecom outsources logistics to Ryder who has the expertise in managing multiple modes of transportation, as well as operating dedicated fleets, vehicle maintenance and other logistics functions Nortel doesn't want to invest in internally. As a result of the outsourcing relationship, Nortel's logistics role is to coordinate the relationships with its own internal business processes, with Ryder, and with the other service providers. Nortel gives priorities and schedules to Ryder. From there on out, Ryder finds the best ways of getting the products to Nortel's customer base.

Ryder also provides similar services to a Nortel customer, Bell South. Bell South sold its fleet to Ryder, as did Nortel. The combined fleet is now used for Nortel during the day; Bell South in the evening. In effect, Ryder is combining resources and services for these two firms to reduce fleet costs, lower operating costs, provide faster deliveries, and improve customer service.

Information Technology

An Outsourcing Institute/Frost & Sullivan Market Intelligence study found that over \$38 billion, or 8% of total corporate technology budgets, was spent on outsourcing in 1995. Computer Sciences Corporation reports that 63% of American and 72% of European companies are currently or considering information processing outsourcing.

Full IT Outsourcing

Kodak, McDonnell Douglas, J.P. Morgan, Ameritech, Xerox are just a few of the major U.S. companies to have outsourced most, if not all, of their information processing services to industry leaders such as EDS, ISSC and CSC. Referred to as full I/T outsourcing, these contracts are frequently in excess of a billion dollars with up to 10-year contract periods.

For example, in November, 1994 the Mutual Life Insurance Company of New York (MONY) decided to have CSC take over all of the company's information technology operations.

Additionally, the two companies pooled their resources to launch the *Insurance Technology Center*. This center is developing and marketing technology products, services, and tools for the life insurance industry. The partnership is increasing MONY's ability to meet its business objectives of increasing competitive advantage and future profitability.

The Canadian Museum of Nature chose Digital Equipment Corporation, the \$14 billion technology company headquartered in Maynard, MA, to not only assume responsibility for the Museum's existing information technology, but to create new vehicles for transforming the Museum's holdings into consumable products. Some of the first projects include: a national, multimedia collection repository for disseminating information on the Museum's resources throughout Canada and worldwide; an information clearinghouse on biodiversity; nature-related video-on-demand products; an Internet home page; and guided tours of the Museum.

Mainframe Data Centers

The mainframe datacenter, because of its capital intensity and its consistency of operation across companies and industries, is often a first focus of information technology outsourcing.

For example, International Minerals and Chemical Corporation (IMC), a company with a 90 year record of steady growth, found itself in 1991 with the need to simultaneously relocate the corporate data center, control costs, and bring greater control to its complex worldwide information systems infrastructure. IMC choose to outsource its mainframe data center to Advantis, part IBM's Integrated Systems Solution Corporation, and its Dedicated Processor Custom Offering. IMC now meets all of its mainframe datacenter and related data communications needs worldwide using a computer system maintained by Advantis but accessed and managed by IMC's personnel.

Improving the quality of information services to internal and external customers was the motivation for New Holland, NA's decision to outsource its mainframe datacenters. A manufacturer of farm and light industrial equipment with plants around the globe, New Holland focused on finding a services provider who could manage their mainframe processing and help desk operations as well as a planned migration to a client-server environment. New Holland chose PKS Information Services, a full-service outsourcing firm with worldwide information systems resources that include computer operations management and help desk, enterprise network management and systems integration services.

Another example of the hundreds of mainframe datacenter outsourcing contracts signed in recent years is Camino Healthcare in Mountain View, CA. After looking at several outsourcing firms to take over its datacenter, Camino Healthcare chose ISSC. ISSC offered projected savings of \$5 million over a five-year contract. ISSC's success in resolving system design problems and establishing an effective datacenter is also reflected in increased satisfaction of the system's customers -- physicians, hospital employees, etc. -- which reached 93% in 1994.

Other improvements included reducing scheduled downtime for the primary patient care application from four hours to 45 minutes.

In a final example, CSC and Sun Microsystems signed a 3 year, \$27 million agreement to move Sun Microsystems to a client/server environment. Only two months after signing the contract, CSC transferred all of Sun's corporate data to a CSC managed mainframe. CSC now runs Sun's worldwide operations, handling orders, inventory inquiries and messages between manufacturing and distribution. Because CSC assigned a team to focus all its energies on running Sun's daily business, Sun was able to reduce mainframe costs while increasing capacity and has saved \$1.8 million on legacy system application maintenance while increasing system availability.

Distributed Systems

General Electric Company's Aircraft Engines division selected Digital Equipment Corporation to take over management, operations, administration and technical support of the division's distributed departmental computer systems at thirteen locations across the United States. These were not just computers bought from Digital Equipment, they included systems from multiple vendors, peripherals, like printers and disks, and software.

In another case, when NatWest Markets, part of the National Westminster Bank Group embarked on a growth strategy designed to increase its presence in the Asia Pacific region, it needed to complete a project to expand its wide area network linking distributed computer equipment from multiple vendors. Hewlett-Packard, a specialist in selective outsourcing solutions for distributed, client/server environments, was chosen by the bank to implement and operate the system.

Desktop Systems

Desktop systems, that is personal computers and the local area networks that connect them, is yet another functional area for information technology outsourcing. Activities outsourced here include procurement, installation, network hookups, operations, and help desks. Some companies choose outsourcing providers to help them manage through large projects, others for day-to-day operations. Florida Power and Light recently outsourced the replacement of over 8,000 old-style computer terminals with PCs. Microsoft, the leading software developer for PCs and local area networks, has chosen to outsource day-to-day operations. Both are using ENTEX Information Services.

Coldwell Banker Success Realty, a Scottsdale real estate firm found that one of their least competent areas was the servicing and administration of office technology. The responsibility to maintain the equipment was in too many hands, paving the way for extended downtime, missed deadlines and lost business opportunities. To address the shortfall, Success Realty brought in Q MATRIX, Inc., specialists in office equipment maintenance. Success's contract with Q MATRIX has expanded over time to cover all 12 of the realtor's offices and related activities such as purchasing and network support.

Networks

Dun & Bradstreet announced in June of 1994 a five-year, \$200 million agreement outsourcing its DunsNet to EUNETcom. EUNETcom, a joint venture created by Deutsche Telecom and France Telecom, now has full ownership and operational responsibility for Dun & Bradstreet's network. D&B believes that outsourcing has enabled the firm to put its business telecommunications program exactly where it ought to be -- in the hands of a telecommunications expert. Additionally, short-term costs have dropped as a result of a discount plan specifically linking communications charges to D&B's traffic volume. The bottom line is the more business D&B transacts using EUNETcom, the lower the cost of transacting that business becomes.

Another example of network outsourcing is The Harper Group, a \$430 million company in the worldwide freight forwarding, customs brokerage, and distribution business. Harper services customers in a wide range of industries, such as, The Limited, Procter & Gamble, and Cummins Engine. Recognizing that its skill and knowledge sets are in logistics, Harper outsourced its communications network to Affiliated Computer Systems (ACS).

As a final example, Textron, Inc., the \$9 billion multi-industry company, is committed to an active growth strategy focused on acquisitions, global expansion, new products and operational excellence. To support its business strategies and to continue its track record of double-digit growth, Textron sought a partner with specialized expertise in networking to upgrade, expand and manage the company's global communications infrastructure that serves its 25 divisions worldwide. Textron outsourced to AT&T Solutions in what was the world's first billion-dollar, single-source network outsourcing contract, to be performed over a 10-year period. AT&T Solutions will engineer, design and implement a comprehensive networking platform encompassing all of the company's voice, data and video requirements worldwide - including local exchange services, wide area networking, Virtual Telecommunications Network Services, electronic mail and LAN management.

Software

Elf Atochem's decision to outsource aspects of its information technology was the result of a long-term strategy. The Philadelphia-based chemicals manufacturer needed to free up internal resources so it could focus on its migration to a client-server architecture. To accomplish this, Elf decided to outsource the maintenance and support of its multi-platform legacy systems. To help them with the transition, Elf chose Keane, Inc., the Boston-based software services firm. However, like many considering outsourcing, Elf was concerned with effectively managing risk. As a result, their contract with Keane established a number of risk-sharing provisions that translated into a loss in profits if performance targets were not met. The result? Several months

into the contract, not only has Keane performed up to expectations, but also Elf has been able to proceed with the adoption of the new technology demanded by its business.

As a second example, when Hilton Hotels decided it needed more accurate pricing for customer satisfaction and better forecasting for long-term revenue projections, it turned to a team from Aeronomics Inc. and Litton Computer Services to design a leading edge software package. Hilton can now pinpoint the best customer pricing -- up to a year in advance. The system makes pricing recommendations and permits each hotel to do what- if analysis on various pricing alternatives. Not only does this provide better revenue management for Hilton Hotels current roster of properties, but it also serves as a lucrative incentive for other owner/operators looking for affiliation with the chain.

Marketing & Sales

Marketing and sales activities include product information; sales and order taking; sample fulfillment; and complaint handling. A Matrixx, Inc. study found 44% of companies outsource one of these activities.

AT&T ImagiNATION Network is an on-line provider of interactive entertainment and games. TeleTech, a leading supplier of customer-communications outsourcing, handles installation and promotional calls for ImagiNATION. Via inbound, outbound and Internet communications, TeleTech employees advocate the service and answer customer questions. Front-end, graphical user interface technology combined with a strategic approach to customer care has increased subscriptions significantly.

In a second example, as part of GM Hughes Electronics, DIRECTV had the technology in hand for creating one of the most sophisticated broadcast systems ever developed, delivering about 150 channels of programming to homes equipped with small 18-inch satellite dishes. What they did not have was the business infrastructure that included a strong customer service interface. Expense was an issue as well. DIRECTV was already facing a huge up-front capital investment to put the satellite system in place. As a result, DIRECTV chose to outsource its entire customer interface operations to MATRIXX, Inc., a subsidiary of Cincinnati Bell. From its dedicated facility in Salt Lake City, Utah, MATRIXX operates DIRECTV's National Customer Service Center supporting all aspects of customer service and sales.

Finally, the new telecommunications laws in the U.S. have opened markets and made them much more competitive. GTE's local, long-distance and wireless services that reach about a third of the country's population are not immune. A major telemarketing partner of GTE's is SITEL Corporation. GTE selected SITEL because the firm has more than 6,200 workstations in 55 facilities in North America, Europe and Japan, with advanced technology that enables it to handle over 13 million calls a month.

Finance

According to a 1995 Economist survey, 26% of organizations outsource financial activities and 42% plan to by 1998. Activities most frequently mentioned were: tax, investment management, accounts payable/receivable, internal audit and accounting.

All of the Big 6 accounting firms and many smaller companies perform these functions today, with more companies entering the market all the time. Companies currently outsourcing one or more of these functions include Saks Fifth Avenue, Armco, Houghton Mifflin, Talegen Holdings, Tektronix, Sybase, and Octel Communications.

Commonwealth Edison, an electric utility in Illinois with over \$5.2 billion in revenues, selected Arthur Andersen to redefine its internal audit function to become an even more valuable management tool. Expanding beyond compliance with policies and regulations, ComEd's new outsourced internal audit function focuses on business process improvement recommendations and reviews information systems and technology risks.

In another example, when Bates Meckler Bulger & Tilson opened its practice as a litigation law firm in February of 1994, it could hardly have forecasted the explosive growth it has seen. In just over eighteen months, the practice has grown from 16 lawyers and a total staff of 25 people to 45 lawyers and a staff of over 80 people -- including integral outside specialists such as the Contract Finance & Accounting Services team from Arthur Andersen. Arthur Andersen has one full-time person performing the controller function for the law firm and three full-time staff handling billing, payables, and overseeing the processing of payroll.

BP Exploration Operating Company Limited (BPX) and Andersen Consulting recently renewed their outsourcing contract for accounting services after the initial five-year contract resulted in a 40% cost reduction and measurably improved services. Through this relationship, Andersen

Consulting and BPX created a new centralized Accounting Services Aberdeen (ASA) unit which handles all accounting services for BPX and markets these services throughout the North Sea industry. Key aspects include joint-venture accounting, provision of management information, tax reporting, preparation of group and statutory accounts, and processing and paying from 12,000 to 13,000 invoices each month. As ASA expands its customer base to include additional clients for its services, the project has become a catalyst for further improvements in both the cost and the quality of the services delivered.

In a final example, The advertising services division of Ameritech, one of the world's largest telecommunications companies, decided to bring in some expertise to focus on receivables management, a crucial yet non-core area of its business. Ameritech decided to outsource the bulk of their mid-range accounts because there were too many for in-house collectors to handle at the level of service to which Ameritech aspired. They outsourced about one-third of their total collections to Dun & Bradstreet, whose Receivables Management Services is the world's largest third-party commercial collections agency.

The Outsourcing Process

Organizations go through a definable process as they evaluate, plan, implement and manage outsourcing relationships.

The six steps of the process begin with strategic analysis, identifying the best candidates, and defining requirements, it then proceeds onto selecting the provider(s), transitioning the operations, and managing the relationship.

Strategic Analysis

In terms of strategic analysis, companies are most successful when they view outsourcing as fundamentally as a tool for organizational change. They focus on core competencies -- both their own and those of potential providers. Successful organizations also clarify their organizational goals -- using tactical and strategic reasons that companies outsource presented earlier. Understanding why an organization is outsourcing is the critical first step for both the customer and for any potential provider. Finally, in successful organizations, leadership on outsourcing comes from the firms senior executives will be accessible and pro-actively involved in the decision process.

Identifying Best Candidates

Once this strategic analysis is completed, the next step becomes answering the question: “What are the best candidates for outsourcing?” What are the non-core areas within the organization where the best return on the investment from an outsourcing decision will be realized. Return on investment is one of the most critical questions to be answered in any outsourcing evaluation.

Next, a great deal of attention is then paid within the organization in defining the scope of an outsourcing relationship. What are the sets of services to be outsourced? Obviously, suppliers become key at this point in the process. There has to be an active, competitive marketplace of providers for outsourcing to be a viable business approach. Finally, organizations must choose between an integrated and a selective approach to outsourcing. Do they integrate their requirements and go with a single provider, or do they separate their requirements and contract with a team of suppliers?

Defining Requirements

Next, the organization has to define its unique requirements in clear, complete and measurable terms. Because outsourcing is a service, organizations spend a great deal of time describing the services they desire and the results they expect to be achieved through the contract.

It is increasingly common for organizations to be very open in terms of sharing the current problems that they are trying to solve, and to share their current costs. Generally companies find that by doing this they are giving the outside organization something to compete against and something to beat. Also, since outsourcing contracts represent long-term relationships, a critical first step in building the relationship is to openly share information. Organizations are finding it increasingly important that they be very straight forward in terms of stating what it is they are trying accomplish and what their current costs are.

Selecting Provider(s)

In terms of selecting partners, customers are increasingly looking for cultural fit. They are selecting providers with whom they recognize a similar way of approaching problems, a similar set of values, a similar set of criteria in terms of the way they manage their businesses.

Companies also select their partners based on the providers total capabilities, not just price or a single aspect of their services. They use references and reputation as a way to identify the right partner.

Finally, the trend in outsourcing contracts is to negotiate reasonable price and performance measures. Since outsourcing represents an ongoing relationship that has to work for both of the organizations involved, it is critical to negotiate a tough but fair deal for both partners -- one which will provide an opportunity for both organizations to succeed in the relationship.

Transitioning the Operation

Human resource issues are critical during the transition since the employees will either: be offered other positions with their current company; be offered positions with the new provider of the services, or; be offered some type of severance package for leaving the firm. Most companies now recognize the importance of treating human resources as a line function through the process.

Communications are also very important through the transition -- communications that are early and often and to all of the stakeholders. Everyone will be affected by this decision. Organizations also find that they need to allow time for the relationship to mature and to proactively promote successes.

Managing the Relationship

Finally, organizations successfully using outsourcing as a management tool have recognized that they must put as much time and energy into managing the relationship as they put into defining the relationship.

Companies need to monitor and evaluate performance. They must create a structure that will allow for early identification of issues for their escalation and for their resolution. Frequently, organizations put entire management structures in place specifically designed to manage the relationship. Additionally, they recognize that they are asking people within the organization to manage in a very different environment than they are used to.

In summary, a cohesive, repeatable management process has developed in the U.S. around outsourcing and understanding this process is key to both customers and their providers.

Section 2: Outsourcing Provider Assessment

Top 200 U.S. Providers of Outsourcing Services

Outsourcing service providers cover the entire spectrum of business activities. They also range from small entrepreneurial start-ups that have thrived in the environment created by outsourcing to large, established members of the FORTUNE 500™ that have reposition selected capabilities to meet the emerging client needs.

This section profiles the *Top 200 Outsourcing Service Providers*. The companies are grouped alphabetically within service categories. A brief company history, contact information, description of services and notable clients are provided. Revenue and employees for the total company and for the outsourcing unit are also provided where that data is available.

Since this information is continuously updated, the last change date is shown.

Additionally, the Top 35 providers, based on outsourcing revenue, are noted and indexed for easy reference.

Administrative Services

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X									

Company Profile

Company Name: ALCO Management Services		
Address: 4636 E. University Drive, Suite 185 Phoenix, AZ 85034		
Contact: Mike Thomas, VP Sales	Phone: (800) 748-3699	Fax: (602) 731-3883
Revenue (Yr/Mkt): (94/US) \$150 m		Total Revenue (Yr/Mkt): (95/WW) \$9.5 b
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: ALCO Management Services is an international network including more than 60 local providers of reprographic-outsourcing services. The company was established in 1991 by ALCO Office Products (AOP), a subsidiary of Alco Standard Corporation.		
Services Profile: Copycenter and mailroom management through network of local providers. All local providers have their own management staffs, including a general manager, operations manager and director of sales.		
Major Clients: Currently, ALCO Management Services has more than 350 accounts in approximately 20 industries, from legal and high-technology to education and transportation.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X									

Company Profile

Company Name: Archer Management Services		
Address: 855 Avenue of the Americas New York, NY 10001-4198		
Contact: Stanley Katz, President	Phone: (212) 502-2100	Fax: (212)-502-2113
Revenue (Yr/Mkt): 50-99 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 1-5k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Office services outsourcing: Mail, copy, fax, print, records, supply management.		
Services Profile: Archer Management Services provides on-site management of mail, copy, imaging and records departments with professional personnel, equipment, systems and controls.		
Major Clients: BMW of North America, GE, Dime Savings Bank, Citibank, law firms, such as, Baker & McKensie, Sidley & Austin, insurance companies, such as, Washington National Insurance Co.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: Berlitz International, Inc.		
Address: 257 Park Avenue South New York, NY 10010		
Contact: Stu Ballatt	Phone: 212-598-2483	Fax: 212-505-9975
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Berlitz Translation Services (BTS) was established as a separate division of Berlitz in 1984 . BTS operates more than 37 locations across 15 countries.		
Services Profile: BTS provides technical document translation, software/multi-media localization, software engineering and testing, desktop publishing and graphic services, interpretation services, audio-video services, and translatability and localization services.		
Major Clients: Software Engineering and Localization: Frame Technology Corporation, Software Publishing Corporation, and Microsoft Other Services : Unknown		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: Danka Corporate Services, Inc.		
Address: 600 W. Fulton Ave. Chicago, IL 60661		
Contact: Anne French	Phone: 312-382-4400	Fax: 312-382-4410
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Danka Corporate Services, a subsidiary of Danka Business Systems Plc, was formed in August, 1995 to provide strategic solutions in outsourcing to major corporations on a national and international basis.		
Services Profile: Danka Corporate Services provides: distribution (mail, messenger, courier, shipping/receiving), document management (reprographics, facsimile, offset printing, finishing, electronic distributed printing), administration (reception, customer service, administrative assistants, purchasing, supply), and visual communications (creative services, imaging services, desktop publishing, multimedia).		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: EDM International		
Address: 2120 E. Paisano, Ste. 140 El Paso, TX 79905		
Contact: Elsa Lozoya	Phone: 915-532-0097	Fax: 915-533-8615
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1.5k (95/WW)	
Company Profile: Established in 1988, Electronic Data Management International (EDM), provides a wide range of data capture and entry services from its facility in Juarez, Mexico.		
Services Profile: Services include: data capture, software development, support services, such as, document preparation and data entry, and Spanish language telemarketing.		
Major Clients: General Motors, Pacific Gas & Electric, FedEx		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X				X					

Company Profile

Company Name: Kelly Management Services		
Address: 999 West Big Beaver Road Troy, MI 48084		
Contact: Murem Sharpe	Phone: 810-244-5285	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2.7 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 750 k (95/WW)	
Company Profile: Kelly Management Services is a unit of Kelly Services, Inc. a 50-year-old leader in the temporary staffing industry. Kelly Services has more than 200,000 clients worldwide serviced from more than 1,100 offices.		
Services Profile: Administrative and office outsourcing including administrative services, copy centers, mailrooms, accounts payables, payroll, records management and related services. Kelly Management Services provides not only the staffing for these activities, but assumes complete responsibility for the management of the operation, either onsite or offsite.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X									

Company Profile

Company Name: Keyboard Communications		
Address: One Old Country Road Carle Place, NY 11514		
Contact: Mark Dunham, VP Sales	Phone: 516-742-0111	Fax: 516-742-8777
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Long Island, NY-based provider of transcription and dictation services. Privately-held, with approximately 15 years in the industry.		
Services Profile:		
Major Clients: IBM		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: Kinko's, Inc.		
Address: 255 W. Stanley Avenue Ventura, CA 93002		
Contact: Anne Robillard	Phone: 805-652-4020	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):23k (1996/WW)
<p>Company Profile:</p> <p>Kinko's was founded in 1970 by Paul J. Orfalea, Kinko's Chairperson. It has grown to serve more than 200,000 business customers at 850 locations in five countries. On January 2, 1997 the company consolidated 130 decentralized joint venture, corporate and partnership entities into the current corporate structure through a \$214 million equity investment by Clayton, Dubilier & Rice. In 1996, the company introduced Kinko's Corporate, its outsourcing services solution for corporate clients.</p>		
<p>Services Profile:</p> <p>Kinko's Corporate provides an Account Manager to understand the corporate client's business and its requirements and then provides a tailored set of services including document management, digital print-on-demand, pick-up and delivery services, Kinkonet(sm) software to electronically send documents from office or home computers, and video conferencing.</p>		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: Kodak Imaging Services, Inc.		
Address: 343 State Street Rochester, NY 14650-1109		
Contact: Sue McLaughlin	Phone: 716-781-1634	Fax: 716-724-3250
Revenue (Yr/Mkt): 100-499 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 1-5k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Kodak Imaging Services, Inc. is a wholly-owned subsidiary of Eastman Kodak Company, the film and camera giant.		
Services Profile: Kodak Imaging Services provides print-on-demand, on-site document management services, administrative and business support, records management and entertainment imaging services at more than 250 sites worldwide.		
Major Clients: Digital Equipment Corporation, IBM, Blue Cross and Blue Shield of Massachusetts, Seibels Bruce Insurance Group		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: Lanier Professional Services, Inc.		
Address: 2300 Parklake Drive Atlanta, GA 30345-2979		
Contact: Dan Duddidge	Phone: (404) 621-1223	Fax: (404) 621-1061
Revenue (Yr/Mkt): 10-49 m (95/WW)	Total Revenue (Yr/Mkt): \$1 b (96/WW)	
Employees (Yr/Mkt): LT 500 (95/WW)	Total Employees (Yr/Mkt):	
<p>Company Profile:</p> <p>Lanier Professional Services, Inc. is a wholly-owned subsidiary of Lanier Worldwide, Inc. Lanier Worldwide sells and services an array of copier, facsimile systems, dictation/transcription systems, document management solutions, multifunctional office products, continuous recording systems, and PC-based healthcare solutions. Lanier Worldwide is a subsidiary of Harris Corporation and represents approximately 30% of that company's \$3.6 billion worldwide 1996 revenues.</p>		
<p>Services Profile:</p> <p>Lanier Professional Services, Inc. refers to its outsourcing services as Business Support Services and includes under that umbrella facilities management, system integration, records/file management, transcription services, central reprographic services, document management, optical imaging, phone center support services as well as other services.</p>		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
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Company Profile

Company Name: MAINLINE DESK TOP PUBLISHING CO., INC.		
Address: 175 Strafford Avenue, Bldg. 4, Suite 1 Wayne, PA 19087		
Contact: Eileen Colville	Phone: (610) 688-2218	Fax: (610) 688-2959
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Document design and production specialists: graphic design, desktop publishing, word processing, spreadsheet, database management, scanning, OCR, 24-hour telephone dictation.		
Major Clients:		

Last Updated: 10/17/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X				X					

Company Profile

Company Name: Manpower International Inc.		
Address: 5301 North Ironwood Road Milwaukee, WI 53217		
Contact: Mitchell Fromstein, CEO	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$6+ b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Manpower International, Inc. is the world's largest provider of temporary staffing services service 250,000 businesses worldwide from more than 2,200 offices.		
Services Profile: Although Manpower has not "named" a specific packages of services as "outsourcing", it has positioned staffing, and the company's position as the leader in the temporary staffing field, as an integral part of the outsourcing marketplace. Examples of this are its recently announced alliance with Ameritech to staff call centers and its increased focus on providing a global staffing solution for corporate clients.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X				X					

Company Profile

Company Name: Norrell Corporation		
Address: 3535 Piedmont Road N.E. Atlanta, GA 30305		
Contact: T. Vadnais, Pres. Tascor	Phone: (404) 240-3358	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$562 m (93/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 160k (93/WW)	
Company Profile: Norrell Corporation is one of the largest temporary services companies in North America with more than 320 locations. Its outsourcing subsidiary, Tascor, was formed in 1992 as a joint venture with IBM.		
Services Profile: Staffing and management of: teleservices (call centers, customer service/dispatch centers, etc.), document processing services, administrative services, and accounting services.		
Major Clients: IBM, Ernst & Young		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X				X					

Company Profile

Company Name: Olsten Integrated Management Services		
Address: 175 Broad Hollow Road Melville, NY 11747-8905		
Contact: James Klauber, VP	Phone: (516) 844-7565	Fax: (516) 844-7577
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$3+ b (96/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 10k+ (96/WW)
Company Profile: Olsten Integrated Management Services is the outsourcing services company of Olsten Corporation, a \$3 billion-plus provider of temporary staffing on a global basis. temporary help/managed care		
Services Profile: Olsten Integrated Management Services include: Business Support Centers (text processing, records management, reprographics, mail centers, supply management, etc.), Customer Service Operations, Commodity Management, and Human Factors Engineering.		
Major Clients: Lexmark		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X									

Company Profile

Company Name: Pitney Bowes Management Services		
Address: World Headquarters Stamford, CT 06926		
Contact: Jim Longley, GM	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 7k (94/WW)	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Pitney Bowes Management Services (PBMS), headquartered in Stamford, CT is a Pitney Bowes Company formed in 1987 specializing in outsourcing services. It services more than 600 customers in the U.S., Canada and U.K.		
Services Profile: Provides on-site management of a company's mail, reprographics, printing, facsimile, shipping, and records operations.		
Major Clients: Merck, Cheeseborough Ponds		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X					X				

Company Profile

Company Name: Q Matrix, Inc.		
Address: 3550 Round Barn Boulevard, Suite #207 Santa Rosa, CA 95403		
Contact: Chuck Mache	Phone: 707-570-0890	Fax: 707-570-0897
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Q Matrix provides an integrated maintenance and repair service for all office equipment under a single service agreement.		
Services Profile: Contract administration, service management for office equipment		
Major Clients: Ernst & Young, Management Recruiters, Mesa Vista Hospital, Advanta Mortgage, Circuit Components, PID Custom Software		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
X					X				

Company Profile

Company Name: Xerox Business Services		
Address: 70 Linden Oaks Parkway Rochester, NY 14625		
Contact: Norman Rickard, Pres.	Phone: (310) 333-2030	Fax:
Revenue (Yr/Mkt): \$1b+ (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 10k+ (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Xerox Business Services, a division of Xerox, The Document Company, provides document outsourcing solutions for more than 4,000 clients in 36 countries.		
Services Profile: Document production and mailroom services, document life cycle management, document technology centers, consulting services, special event document services.		
Major Clients: Case Corporation, Deloitte & Touche, PRC Inc., Motorola, Unisys		

Last Updated: 01/18/97

Customer Service

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X						X		

Company Profile

Company Name: APAC TeleServices, Inc.		
Address: One Parkway North Center, 5th Floor Deerfield, IL 60015		
Contact: Ted Schwartz, CEO	Phone: (708) 374-4994	Fax: (708) 945-2938
Revenue (Yr/Mkt): \$101 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 10k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Established in 1973, APAC is a leading provider of customer service and sales outsourcing. APAC has more than 10,000 employees at 55 call centers around the U.S. Currently, APAC manages ongoing programs for approximately 45 clients, including 4 from the FORTUNE 500.		
Services Profile: APAC provides telephone-based sales, marketing and customer management services, facilities management and total outsourced call center operations.		
Major Clients: UPS, JCPenny, Western Union		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X						X		

Company Profile

Company Name: AT&T American Transtech		
Address: 8000 Baymeadows Way Jacksonville, FL 32256		
Contact:	Phone: (800) 332-5290	Fax: (904) 636-3996
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): 5k+ (95/WW)		Total Employees (Yr/Mkt):
Company Profile: AT&T American Transtech is a wholly-owned subsidiary of AT&T. It operates call centers in the U.S. Canada, Europe and Asia.		
Services Profile: AT&T American Transtech provides customer and employee care services including: account management, customer service, employee benefit administration, human resource services, sales lead generation, help desk, and telemarketing.		
Major Clients: Southland Corporation (7-Eleven),		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X								

Company Profile

Company Name: The Cerplex Group, Inc.		
Address: 1382 Bell Avenue Tustin, CA 92680		
Contact: Kurt Bloxdorf, VP Sales	Phone: 714-258-5151	Fax: 714-258-5161
Revenue (Yr/Mkt): 100-499 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 1-5k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: The Cerplex Group was formed in 1990 to provide technical services for manufacturers and third-party maintainers in a variety of industries, including computer and peripherals, process controls, telecommunications, aviation, automotive and medical equipment.		
Services Profile: Depot repair, multi-vendor services, spare parts sales, warehousing and distribution, contract services, extended warranty programs, laptop repair programs, worldwide logistics support		
Major Clients: IBM Sun Microsystems, Unisys, Canon, Toshiba, Epson, Mitsubishi, Digital, Intel, Dell		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X			X	X				

Company Profile

Company Name: Cyntergy Corporation		
Address: 656 Quince Orchard Road, Seventh Floor Gaithersburg, MD 20878-1409		
Contact: Robert Grimes, Pres.	Phone: (301) 926-3400	Fax: (301) 208-3900
Revenue (Yr/Mkt): \$20 m (94/WW)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): 200 (95/WW)		Total Employees (Yr/Mkt):
Company Profile: Founded in 1988, Cyntergy provides training and support services to the hospital, retail and food service industry in over 50 countries.		
Services Profile: Cyntergy provides: training, help desk and support services for unit-based systems in the retail, hospitality, food service and other industries.		
Major Clients: Hyatt Hotels, Holiday Inn, Sizzler Restaurants, Wendy's, U.S. Navy		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X	X			X				

Company Profile

Company Name: Genicom Corp.		
Address: 1 Solutions Way Waynesboro, VA 22980		
Contact: Russ Gross, Dir. of Mktg	Phone: 540-949-1000	Fax: 540-949-1500
Revenue (Yr/Mkt): \$100+ m (96/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Customer services, distribution and logistics, and information technology.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X								

Company Profile

Company Name: Innovative Services of America		
Address: 13922 Denver West Parkway, Suite 200 Golden, CO 80401		
Contact: Jeff Wells, President	Phone: 303-279-2900	Fax: (303) 279-3014
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): 400+ (96/WW)		Total Employees (Yr/Mkt):
Company Profile: Innovative Services of America was formed in 1992 to enhance customer relations for FORTUNE 500 companies.		
Services Profile: Technical customer support, complaint resolution, insurance-based service offerings, and claims administration.		
Major Clients: AT&T, GE, Sears Roebuck and Co.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X		X						

Company Profile

Company Name: International Billing Services		
Address: 5220 Robert J. Mathews Parkway El Dorado Hills, CA 95762		
Contact: Randy Lintectum, Pres.	Phone: (916) 939-5500	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): 1.4k (96/WW)		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** International Billing Services, a subsidiary of U.S. Computer Services International, is a leading provider of bill presentation services to more than 60 million consumers in the cable, television, telecommunications and financial services industry.		
Services Profile: Statement presentation and billing services which include: mailing services, statement preparation and customization, third-party advertising programs, high-speed data transmission.		
Major Clients: Rochester Telephone Corp.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X				X		X		

Company Profile

Company Name: MaxServ, Inc.		
Address: 8317 Cross Park Drive Austin, TX 78754		
Contact: Mike Weinnig	Phone: (512) 834-8341	Fax: (512) 834-1137
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: MaxServ's StreamLine® solutions combine customer service expertise and information technology to provide telemarketing, help desk and on-line services, electronic catalogs, and software for consumer products manufacturers and retailers.		
Major Clients:		

Last Updated: 10/17/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X								

Company Profile

Company Name: PRC (Precision Response Corporation)		
Address: 1505 Northwest 167th Street Miami, FL 33169		
Contact: David Epstein, Pres.	Phone: 305-626-4600	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Precision Response Corporation has been named four times to the INC 500 list of America's fastest growing companies.		
Services Profile: PRC provides fully integrated telemarketing, database, fulfillment and customer service solutions. They are used by PRC's clients for customer service and retention, lead generation and qualification, customer acquisition and sales, consumer affairs, help desk services, frequent user programs, and market research.		
Major Clients: Taco Bell		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X						X		

Company Profile

Company Name: SOMAR INC.		
Address: 118 South Main Street Salisbury, NC 28144		
Contact: Gina Lewis	Phone: (704) 647-6084	Fax: (704) 633-1750
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 1.5k (96/WW)	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Outsourcing provider of customer service and telemarketing including: customer service, call blending, direct response, operator services, order entry, telemarketing, help desk, reservations, technical support, call center management.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X		X				X		

Company Profile

Company Name: SPS Transaction Services, Inc.		
Address: 2500 Lake Cook Road Riverwoods, IL 60015		
Contact: Robert Weineneck, Pres.	Phone: (800) 473-3390	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$311 m (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 3.2k (95/WW)
Company Profile: SPS began operations as Sears Payment Systems under Discover Card management in 1985. It is the third-largest third-party supplier of private label credit card programs for retailers and the fourth largest electronic draft capture processor. The company initiated operational outsourcing services in 1991		
Services Profile: Custom teleservices for inbound calls, catalog order management, technical support, collections, and informational outbound calls. In 1995 the company handled 8.5 million customer contacts on behalf of its clients.		
Major Clients: Dental Plan, Inc., Allstate Motor Club		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X								

Company Profile

Company Name: Standard Register Co.		
Address: 600 Albany Street Dayton, OH 45408		
Contact:	Phone: 513-443-1000	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile: Forms management, document automation, business equipment and systems, direct mail marketing, and healthcare materials management software.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X						X		

Company Profile

Company Name: TeleTech		
Address: 1700 Lincoln Street, 14th Floor Denver, CO 80203		
Contact: Ken Tucman, President	Phone: (303) 894-4000	Fax: (303) 894-4202
Revenue (Yr/Mkt): \$100-500m (96/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 5k+ (96/WW)	Total Employees (Yr/Mkt):	
Company Profile: TeleTech was formed in 1982 in Southern California. Since then it has grown from less than 10 employees to more than 5,000 at more than 10 customer-care centers with international reach.		
Services Profile: TeleTech specializes in customer acquisition, retention and service programs including help desks, product support, airline reservations, customer acquisition, customer retention and customer satisfaction programs.		
Major Clients: Apple Computer, AT&T Wireless		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
	X						X		

Company Profile

Company Name: Zacson Corporation		
Address: Corporate Headquarters Pleasanton, CA		
Contact:	Phone: 800-478-6584	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Established in 1980 and today operating 15 offices worldwide, Zacson Corporation specializes in the telecommunications, insurance, banking and high technology industries.		
Services Profile: Zacson provides telesales and customer service call center solutions.		
Major Clients:		

Last Updated: 01/18/97

Distribution

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Baxter International, Inc.		
Address: Deerfield, IL		
Contact: Joseph Damico, CEO	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$5.5 b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Baxter International is multi-billion dollar manufacturer and distributor of medical products. Its Health-Care Cost Management company provides outsourcing solutions for product management for hospitals and other healthcare providers.		
Services Profile: In its products distribution business, Baxter provides just-in-time inventory management for its clients and is recognized for helping clients reduce their costs through contracts that make Baxter a partner in its clients' cost savings efforts. Services offered are: ValueLink, Sure-Med Supply Management System, Sterile Processing, Textile Cost Management, PBDS Service and Clinical Consulting.		
Major Clients: AHERF, Duke University Medical Center, Methodist Healthcare System in San Antonio		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Caliber Logistics (formerly Roadway Logistics Systems)		
Address: 5455 Darrow Road Hudson, OH 44236		
Contact: David Snyder	Phone: 216-342-3000	Fax: 216-342-3062
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$2.5 b (96/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** Caliber Logistics, a subsidiary of Caliber Systems, Inc., was formed in 1989 to design and manage integrated distribution systems. It services customers in industrial manufacturing, energy services, telecommunications, consumer products, high technology and automotive industries.		
Services Profile: In addition to integrating various modes of transportation, Caliber provides on-site operational expertise, extensive MIS system support as well as value-added logistics services, such as, JIT logistics programs, total transportation management programs, contract warehouse services, production support services, dedicated contract carriage, finished goods distribution, business process reengineering and returnable container management.		
Major Clients: Microsoft, Isuzu, Intel, Goodyear, Tenneco, Sun Microsystems, Dell, Hewlett-Packard, and DuPont.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Caterpillar Logistics Services, Inc.		
Address: 100 NE Adams Street Peoria, IL 61629-9610		
Contact: Steve Vanne	Phone: 309-675-8523	Fax: 309-675-8565
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$16 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Caterpillar Logistics Services, Inc. was formed in 1987 as a wholly-owned subsidiary of Caterpillar, Inc. It provides integrated logistics services and inventory management for national and international clients.		
Services Profile: Transportation services, warehousing, logistics information systems, transportation management, planning and technical support.		
Major Clients: American Tool, Cincinnati Bell, Sun Microsystems, Chrysler, Land Rover		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Choice Logistics		
Address: New York, New York		
Contact: L. Fenner (Press Contact)	Phone: 201-573-0300	Fax: 201-573-0376
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$45 m (94/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Choice Logistics is a division of Choice Courier Systems, founded in 1964 by President and CEO Edward Katz.		
Services Profile: Choice provides 24-hour monitoring and tracking, real-time inventory control, and order processing of critical parts on a nationwide basis.		
Major Clients: Tandem Computers		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: CNF Transportation, Inc. (Menlo Logistics)		
Address: 275 E. Big Beaver Road, Suite 107 Troy, MI 48083		
Contact: James Fields	Phone: 810-680-1990	Fax: 810-528-3593
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$3.6b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 22k (95/WW)	
Company Profile: *** Top 35 *** CNF Transportation, Inc. is a diversified transportation company specializing in the movement of freight. Its three operating companies are: Con-Way Transportation which provides short- and long-haul regional trucking; Emery Worldwide which provides expedited and deferred domestic and international services, and; Menlo Logistics which is a full-service contract logistics management company.		
Services Profile: Menlo Logistics services include: dedicated contract warehousing, dedicated contract carriage, single source carrier management and integrated logistics management.		
Major Clients:		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Distribution 2000		
Address: 1160 Research Blvd. St. Louis, MO 63132		
Contact: C.W. Lane	Phone: 314-997-1854	Fax: 314-997-6223
Revenue (Yr/Mkt): \$10-49m (95/US)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 75 (95/US)	Total Employees (Yr/Mkt):	
Company Profile: Distribution 2000 is a d/b/a of Forms Distribution Corporation. It was formed in 1979 to provide distribution specialist services for large corporations in response to their increased interest in outsourcing these services.		
Services Profile: Distribution 2000 provides computerized distribution, database management, on-line data capture and fulfillment services.		
Major Clients: Novell		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: DSC Logistics		
Address: 1750 South Wolf Road Des Plains, IL 60018		
Contact: Ann M. Drake, CEO	Phone: (708) 390-6800	Fax: (708) 390-7276
Revenue (Yr/Mkt): \$160 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 2000 (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Founded in 1960, as a Chicago-based storage firm, DSC Logistics is a nationwide provider of third-party logistics services operating 35 locations, with warehousing space of more than 12 million square feet and a transportation fleet of 135 tractors and 400 trailers.		
Services Profile: Warehousing, transportation, custom displays, computerized inventory reports, packages, on-line ordering and stock information.		
Major Clients: Kellogg's, Lever Brothers, Lipton, DowBrands		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: England Logistics, Inc.		
Address: 4701 West 2100 South Salt Lake City, UT 84120		
Contact: Rob Goble, Dir. Sales	Phone: 801-972-2712	Fax: 801-974-3342
Revenue (Yr/Mkt): \$200 m (95/WW)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
<p>Company Profile:</p> <p>Headquartered in Salt Lake City, Utah, England Logistics is a subsidiary of C.R. England, Inc. The company specializes in temperature-control logistics services, operating a fleet of 1,600 trailers and tractors with satellite tracking and retrieval capabilities, for the food, beverage, drug and cosmetic industries. It operates offices in Atlanta, Chicago, Dallas, Kansas City, Kentucky, and Mississippi.</p>		
<p>Services Profile:</p> <p>Dedicated contract carriage, dedicated contract warehousing, traffic transportation management.</p>		
<p>Major Clients:</p> <p>Van den Bergh Foods Company, Ruiz Food Products, Cal-Tex Citrus Juices</p>		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Exel Logistics		
Address: 501 West Schrock Road, Westerville, OH 43081		
Contact: Mike Burton	Phone: 614-890-1730	Fax: 614-898-7436
Revenue (Yr/Mkt): \$320 m (95/US)		Total Revenue (Yr/Mkt): \$3 b (95/WW)
Employees (Yr/Mkt): 6k (95/US)		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** Exel Logistics North America is the North American operations of NFC plc, a \$3 billion international logistics and moving services company. The U.S. operations, headquartered in Columbus, Ohio, serves a global market from 125 operating sites, encompassing 25 million square feet of distribution center and warehousing space across the U.S., Canada and Mexico. Excel serves the automotive, chemical electronics, and grocery markets.		
Services Profile: Services include: packaging, EDI, bar-coding, dedicated transportation, consulting, real estate, returns, light assembly, labeling, billing, brokerage, inventory control, reporting, local trucking, order entry, pooling, pick and pack, break bulk, storage, shrink wrapping, customized store displays, and import/export.		
Major Clients: Hershey Foods, General Motors, Johnson & Johnson, Proctor & Gamble and Texas Instruments.		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Federal Express Corp.		
Address: 2005 Corporate Avenue Memphis, TN 38132		
Contact:	Phone: 901-369-3600	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$10.3 b (96/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Federal Express Corporation offers a wide-range of express services for the time-definite delivery of documents, packages, and freight throughout the world. FedEx handled, on average, 2.4 million packages per day in 1996.		
Services Profile: Time-definite delivery of packages supported by state-of-the-art on-line information access linking FedEx to its customers.		
Major Clients: Multiple		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Gatx Logistics Inc.		
Address: 1301 Riverplace Blvd. Jacksonville, FL 32207		
Contact:	Phone: 904-396-2517	Fax:
Revenue (Yr/Mkt): \$259 m (95/WW)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: GATX Logistics, Inc., is a subsidiary of GATX, Inc., providing integrated logistics management services.		
Services Profile: GATX's integrated logistics services include warehousing, transportation and supporting information systems.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Hub Group Distribution Services		
Address: 220 Campus Drive, Suite 100 Arlington Heights, IL 60004		
Contact:	Phone: 708-253-6800	Fax: 708-253-6810
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Hub Group Distribution Services (HGDS) works in partnership with The Hub Group, Inc., the nation's largest independent shipper agent.		
Services Profile: HGDS provides warehousing, inventory management, pool distribution, transportation department services through single-source logistics management.		
Major Clients: Phillip Morris, Nabisco, Firestone and Sears Homelife		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Innovative Logistics Incorporated (ILI)		
Address: Post Office Box 241508 Charlotte, NC 28224		
Contact: Danielle M. Nanney	Phone: 704-329-0123	Fax: 704-423-6379
Revenue (Yr/Mkt): \$50-99 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): LT 500 (95/WW)	Total Employees (Yr/Mkt):	
<p>Company Profile:</p> <p>ILI is a wholly-owned subsidiary of Arkansas Best Corporation, Fort Smith, Arkansas. They are a national/international third-party logistics business specializing in the outsourcing of transportation services. ILI is also a licensed property broker and a non-vessel operating common carrier offering nationwide truckload and worldwide container services to clients.</p>		
<p>Services Profile:</p> <p>Services provided include: freight payment services, logistics modeling, EDI, multiple transportation modes, import/export services, carrier selection and rate negotiation, contract warehousing, vendor management, shipment assembly and distribution.</p>		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Ivy Hill Corporation		
Address: 375 Hudson Street New York, NY 10014		
Contact: Margaret Higgins	Phone: 212-741-1404	Fax: 212-243-8255
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Ivy Hill Corporation, a Time-Warner Company, provides a wide range of product packaging, distribution and marketing services.		
Services Profile: Services include: design, printing, replication, packaging, distribution, and marketing.		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Livingston Logistics Services Ltd.	
Address: 405 West Mall Toronto, ON M9C 5K7 Canada	
Contact: Gary Lewis	Phone: (416) 626-2800 x 6102 Fax: (416) 626-5567
Revenue (Yr/Mkt): \$100-500m (95/WW)	Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): LT 1000 (95/WW)	Total Employees (Yr/Mkt):
Company Profile: Canadian based third-party logistics services firm.	
Services Profile: Services include: integrated logistics operations, supported by technology and technical expertise, such as, warehousing, transportation, order processing, inventory management.	
Major Clients:	

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: LoadLink, Inc.		
Address: 4225 Naperville Road. Suite 240 Lisle, IL 60532		
Contact: Michael Walczak, Pres.	Phone: 708-955-9787	Fax: 708-955-9796
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: LoadLink Inc. was founded in Troy, Michigan in 1988 with the goal of providing customized EDI software solutions to satisfy industry's transportation needs. A second office was established in Jacksonville, Florida in October, 1991 to provide off-site freight management services for CSX. provides customers with EDI software solutions to satisfy industry's transportation needs.		
Services Profile: Communications and freight management services, linking consignees and vendors, based on the company's private EDI network utilizing the LoadLink software.		
Major Clients: CSX		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Logistix		
Address: 48021 Warm Springs Blvd. Fremont, CA 94539		
Contact: Gary Rummelhoff	Phone: 510-498-7011	Fax: 510-438-9486
Revenue (Yr/Mkt): \$221 m (94/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Logistix, formed in the 1974, is an integrated supply-chain management company specializing in the software industry. The company was recognized as a member of the Inc. 500 in 1994.		
Services Profile: Logistix provides development, implementation and management of integrated supply chains providing all of the services necessary to deliver and support a software product to an end-user. Included are such activities as: project management, supply base management, internationalization/localization of products, licensing, disk duplication, CD-ROM replication, printing, order processing and management, telemarketing, outbound telesales, service contract administration, fulfillment/distribution.		
Major Clients: Hewlett-Packard, Microsoft		

Last Updated: 10/25/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Max Distribution		
Address: 601 W. Mockingbird Lane Dallas, TX 75247		
Contact: Robert J. Dobrient	Phone: (214) 637-4000 x 22	Fax: (214) 637-4035
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile: Contract logistics services including: parts management, integration, fulfillment, customer service, contract warehousing, fleet and dispatch management and inside deliveries.		
Major Clients:		

Last Updated: 10/17/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: McKesson Corp.		
Address: One Post Street San Francisco, CA 94104		
Contact:	Phone: 415-983-8300	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$12 b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: McKesson Corporation, with headquarters in San Francisco, CA is a \$12 billion logistics management firm. Its specializes in the distribution of pharmaceuticals and durable goods to independent drugstores and pharmacies and to giant retailers, such as, Wal-Mart and hospitals.		
Services Profile:		
Major Clients:		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							X

Company Profile

Company Name: Mid-South Warehousing & Distribution Services Inc.		
Address: 5088 S. Royal Atlanta Drive Tucker, GA 30084		
Contact: Denis R. Merrill	Phone: (770) 934-5117	Fax: (770) 938-0956
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: National full service third party logistics provider since 1976.		
Services Profile: Services include: warehousing, distribution, continuity programs, assembly and packaging and related services.		
Major Clients:		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							X

Company Profile

Company Name: Ryder Dedicated Logistics, Inc.		
Address: 3600 N.W. 82nd Avenue Miami, FL 33166		
Contact: Kevin Hagerty	Phone: (305) 593-3017	Fax: (305) 593-4339
Revenue (Yr/Mkt): \$565 m (93/WW)	Total Revenue (Yr/Mkt): \$4.2 b (93/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Ryder Dedicated Logistics, Inc. is a wholly-owned subsidiary of Ryder Systems, Inc. It provides customers with comprehensive logistics and distribution services.		
Services Profile: Services include: lead logistics, dedicated contract carriage, JIT, cross docking/freight consolidation, EDI. contract warehousing, subassembly and kitting, carrier management.		
Major Clients: Nortel, Chrysler, Papa John's		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Schneider Logistics, Inc.		
Address: 3101 South Packerland Drive P. O. Box 2545 Green Bay, WI 54306-2545		
Contact: Bob De Vos	Phone: 800-543-1915	Fax: 414-592-2338
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1.4 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 14k (95/WW)	
Company Profile: *** Top 35 *** Launched in 1935, Schneider National, Inc., the parent company of Schneider Logistics, Inc., is the nation's largest truckload carrier, serving the needs of customers requiring van, flatbed, bulk, truckrail, dedicated, and logistics services. It has approximately 14,000 associates and operates a fleet of 9,000 tractors and 28,000 trailers.		
Services Profile: Schneider Logistics services include: freight management, analysis, reengineering, shipment control, and carrier management.		
Major Clients: Scott Paper, General Motors,		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: SonicAir		
Address: 15150 North Hayden Road, Suite 200 Scottsdale, AZ 85260-2542		
Contact: Ray Thurston, Pres.	Phone: 602-483-5700	Fax: 602-443-8624
Revenue (Yr/Mkt): \$50 m (94/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 200 (94/WW)	Total Employees (Yr/Mkt):	
Company Profile: SonicAir, a subsidiary of United Parcel Service (UPS), is an integrated logistics services company. The company services many clients in the medical equipment, telecommunications, computer, semiconductor and manufacturing equipment industries with time-critical requirements for parts distribution and stocking. It also provides overnight delivery services for financial institutions, the movie and film industry, attorneys, CPSs, and the like.		
Services Profile: Services include: planning, coordination, and integration, service delivery, warehousing and field stocking.		
Major Clients: Amdahl, MCI, Motorola, Siemens Medical, Unisys		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: Sureway Logistics		
Address: 15 Monhegan Street Clifton, NJ 07013		
Contact: Peter Russo	Phone: 201-779-6654	Fax: 201-779-3071
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
<p>Company Profile:</p> <p>Sureway Logistics is a division of Sureway Air Traffic, a major overnight carrier. It has facilities in Clifton, NJ and Los Angeles, CA. It provides full service fulfillment services to a wide range of industries, including: advertising agencies, television networks, legal and pension firms, professional sports marketing, direct response companies and packaging companies.</p>		
<p>Services Profile:</p> <p>Services include: warehousing, inventory, inventory control, order fulfillment, telephone order-taking, mail orders, ancillary technical staff, shipping.</p>		
<p>Major Clients:</p> <p>CBS -Networks, Waterford Crystal, HBO, New Jersey Nets, Miramax</p>		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: TNT Logistics		
Address: 1306 Concourse Drive, Suite 401 Linthicum, MD 21090-1032		
Contact: Margaret Cochran	Phone: 410-859-3313	Fax: 410-859-8844
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$6.5 b (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** TNT Logistics, Inc. is a \$6.5 billion global supply chain management company, specializing in business process re-design, information technology, and logistics.		
Services Profile: Services include: inbound and export logistics, distribution, manufacturing materials management, finished goods warehousing, production, administrative services.		
Major Clients: Toyota, Sears, AutoAlliance, Paperboard North America, Ford, Shell Oil, BT		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
		X							

Company Profile

Company Name: UPS Worldwide Logistics		
Address: Two Concourse Parkway, Suite 850 Atlanta, GA 30328		
Contact: Kenneth Mason	Phone: 800-982-9170	Fax: 404-901-6602
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$18 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: UPS Worldwide Logistics is the logistics management division of UPS, the \$18 billion worldwide delivery company.		
Services Profile: Services include: inventory management, order processing, next day/same day delivery, merchandise return, inventory replenishment, logistics consulting.		
Major Clients:		

Last Updated: 01/19/97

Finance

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: ADP		
Address: One ADP Boulevard Roseland, NJ 07068		
Contact: A. F. Weinbach, Pres.	Phone: (201) 994-5000	Fax: (201) 994-5387
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$2.9 b (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 22k (95/WW)
Company Profile: *** Top 35 *** ADP is the largest provider of outsourced payroll services in the U.S., processing paychecks for more than 18 million U.S. workers.		
Services Profile: ADP's Employer Services group provides payroll-related services, including: payroll processing, tax filing, human resources recordkeeping and reporting, 401(k) plan recordkeeping and reporting, timekeeping and unemployment compensation management. Other services include: brokerage and related financial transaction processing, turnkey systems for auto, truck and farm equipment dealerships.		
Major Clients: Avis Rent A Car, ADVO (the country's largest direct mail marketing company).		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Allied International		
Address: 10850 Richmond Avenue, Suite 370 Houston, TX 77042		
Contact: Lisa M. Honey, Pres.	Phone: (713) 783-1758	Fax: (713) 785-0198
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$50-99m(95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Allied International provides outsourced purchasing services.		
Services Profile: The company offers a complete line of MRO/Computer supplies for domestic and international clients in all industries, including: outsourced purchasing, freight forwarding, contract purchasing, and purchasing personnel.		
Major Clients:		

Last Updated: 01/18/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X	X					

Company Profile

Company Name: Arthur Andersen		
Address: 69 West Washington Street Chicago, IL 60602		
Contact: Dennis Torkko	Phone: (800)ARTHUR1	Fax: (312) 507-3360
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$7 b (96/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 82k+ (96/WW)
Company Profile: Arthur Andersen is one of the world's largest professional services firms providing audit, tax and business advisory services. Its Contract Management Practice provides a wide range of financial services.		
Services Profile: Services provided include: full or partial outsourcing of internal audit, tax, finance and accounting, and international assignment administration. Services are based upon feasibility analysis, change management and employee transition methodologies, as well as application of the company's Global Best Practices sm knowledge base.		
Major Clients: MFC Communications Company, Commonwealth Edison, Cisco Systems, First American Bank		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Ashton-Hunter Associates		
Address: 401 Columbus Ave. Valhalla, NY 10595		
Contact: Jerry Ashton, Pres.	Phone: 914-747-1717	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Founded in 1989, Ashton-Hunter specializes in collections outsourcing.		
Services Profile: Services include: on-site collections, customer retention programs.		
Major Clients: Gannett Newspapers, Ricoh, Johnson & Johnson		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Axion Health Care Systems Inc.		
Address: 31255 Cedar Valley Drive, #201 Westlake Village, CA 91362		
Contact: Samuel Grant	Phone: 818-597-7930	Fax: 818-597-7931
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): 1-9M/US	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): up to 499	
Company Profile: Axion Health Care Systems Inc. specializes in consulting and related services for healthcare providers.		
Services Profile: Services include: audit, managed care, and claims processing for hospitals.		
Major Clients:		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X	X					

Company Profile

Company Name: Ceridian Employer Services		
Address: 8100 34th Avenue South Minneapolis, MN 55425		
Contact: Betsy Lewis	Phone: (612) 853-4389	Fax: (612) 853-4678
Revenue (Yr/Mkt): \$2-400 m (94/WW)	Total Revenue (Yr/Mkt): \$900k (94/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 5000-9999	
Company Profile: *** Top 35 *** Ceridian Employer Services is part of the Information Services segment of the Ceridian Corporation. It provides a wide-range of services to assist customers with managing the data integral to their human resources processes.		
Services Profile: Services provided include: payroll processing, payroll tax filing, human resource information services and employee assistance programs. In 1994, the company acquired Tesseract Corporation and added that company's integrated payroll, human resources management and benefits administration system to its services solution.		
Major Clients: Merck, Egghead Software, Pepsi Cola, Lotus Development Corporation		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Deloitte & Touche LLP		
Address: Ten Westport Road , P.O. Box 820 Wilton, CT 06897-0820		
Contact: Bill Warrick (Audit) Harvey Smalheiser (Tax)	Phone: (203) 761-3126 (305) 372-3128	Fax: (203) 834-2280 (305) 372-3160
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 16k+ (95/US)	
Company Profile: Deloitte & Touch LLP is one of the nation's largest professional services firms. Its outsourcing services address internal audit and tax management for its clients		
Services Profile: Full and selective outsourcing of all aspects of internal audit and tax management.		
Major Clients: Saks Fifth Avenue, Armco		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Dun & Bradstreet Corporation		
Address: 16 Progress Drive Shelton, CT 06484		
Contact:	Phone: 610-408-2268	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$5.4 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Recently restructured into three separate companies, (Cognizant Corporation, The Dun & Bradstreet Corporation, and A.C. Neilsen) The Dun & Bradstreet Corporation provides a complete receivables management solution for its clients.		
Services Profile: Receivables management services from original invoicing to final collection of funds. These services can be used to augment existing staff or as a complete turnkey solution. Marketing services are also available that include: database marketing, prospect screening, direct mail and telemarketing.		
Major Clients: Ameritech		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Ernst & Young LLP		
Address: 2121 San Jacinto Street, Suite 500 Dallas, TX 75201		
Contact: Dan R. Garner	Phone: 214) 969-9654	Fax: (214) 969-9763
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2 b (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 64k+ (95/US)	
Company Profile: Ernst & Young LLP is a \$2 billion professional services firm.		
Services Profile: Services include internal audit and tax department outsourcing as well as information systems and various administrative activities.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: GC Services Limited Partnership		
Address: 6330 Gulfton Houston, TX 77081		
Contact: F.A. Taylor	Phone: (713) 777-4441	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: GC Services provides expertise in accounts receivable management to meet the outsourcing needs of business and government.		
Services Profile: Services cover all phases of a client's account process from customer acquisition and servicing through post charge-off collections		
Major Clients:		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X		X				

Company Profile

Company Name: KPMG Peat Marwick LLP		
Address: Three Chestnut Ridge Road Montvale, NJ 07645-0435		
Contact: Keith Fuller	Phone: (201) 307-7000	Fax: (201) 307-7640
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: KPMG Peat Marwick is one of the country's largest professional services firms.		
Services Profile: KPMG provides a full range of outsourcing options that link professional industry expertise with process management services.		
Major Clients:		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Paychex Inc.		
Address: 911 Panorama Trail South Rochester, NY 14625		
Contact: B. Thomas Golisano	Phone: 716-385-6666	Fax: (716) 383-3428
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$267 m (95/US)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 3.5k (95/US)
Company Profile: *** Top 35 *** Paychex is the second largest payroll processing firm in the U.S. Its market focus is on firms with less than 200 employees.		
Services Profile: Services include: Payroll services, tax payment services, insurance products and services and human resources management services.		
Major Clients: More than 200,000 companies in the less than 200 employee segment.		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: Price Waterhouse LLP		
Address: 1251 Avenue of the Americas New York, NY 10020		
Contact:	Phone: 212-819-5000	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 56k (96/WW)	
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X						

Company Profile

Company Name: StockPlan, Inc.		
Address: 4633 Old Ironsides Drive, Suite 304 Santa Clara, CA 95054		
Contact: A. Michael Flaherty, Pres.	Phone: 408-970-9344	Fax: 408-970-9345
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 20 (95/WW)	
Company Profile: StockPlan, Inc., which was founded in 1987, specializes in providing public and private companies with StockPlan administration products and services which includes full or partial outsourcing of plan administration.		
Services Profile: Administration of corporate stockplans through full or partial outsourcing.		
Major Clients: Amdahl, Orbit, Union Bank		

Last Updated: 01/5/97

Human Resources

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: ABR Information Services, Inc.		
Address: 34125 U.S. Highway 19 North, Suite 300 Palm Harbor, FL 34684-2116		
Contact:	Phone: 800-366-3130	Fax: 813-789-3854
Revenue (Yr/Mkt): \$16.7 m (95/US)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: ABR Information Services, Inc. was an early entrant to the benefits outsourcing marketplace in the 1980s. Today, the company handles benefits administration for 4.3 million employees in more than 20,000 companies.		
Services Profile: Full benefits administration, including: data entry, telephone support, open enrollment preparation and processing, adjudication of eligibility, billing and collection, analysis and reporting.		
Major Clients: Coca-Cola, Dow Chemical, Georgia Pacific, Salomon Brothers		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: The Affinity Group, Inc.		
Address: P.O. Box 173381 Denver, CO 80217-3381		
Contact: Ward Anderson	Phone: (303) 294-5748	Fax: (303) 294-5763
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: The Affinity Group, Inc., a subsidiary of Fiserv, Inc., provides retirement plan administration.		
Services Profile: Services include: technical and customer service support to banks, brokerages, and asset sponsors.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: BYSYS		
Address:		
Contact:	Phone: 800-650-6655	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Services include: information technology, mutual fund services and 401(k) plan administration.		
Services Profile:		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: CDI Corporation		
Address: 1717 Arch Street, 35th Floor Philadelphia, PA 19103-2768		
Contact: John C. Strayer	Phone: (215) 636-1108	Fax: (215) 569-1300
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: CDI Corporation has more than 45 years of experience in supplying business, government and industry with engineering, technical, IT, telecom, clerical and manpower support needs -- world-wide.		
Services Profile:		
Major Clients:		

Last Updated: 10/15/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Century Design		
Address: 8401 University Exec. Park - 127 Charlotte, NC 28262-3386		
Contact: Stu Cohen	Phone: 704-547-0811	Fax: 704-547-7391
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$50+ m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 1k (95/WW)	
Company Profile:		
Services Profile: Services include: training, documentation, and staffing.		
Major Clients:		

Last Updated: 10/25/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Fiserv HRIS		
Address: 145 Pinelawn Road Melville, NY 11747		
Contact: Jim Devanna	Phone: (516) 391-3254	Fax: (516) 420-7969
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Fiserv HRIS, a is a division of Fiserv, Inc		
Services Profile: Services include: payroll processing, benefits program servicing, and international staff compensation management.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Forum Corporation		
Address: 125 Westlakes Drive, Suite 140 Berwyn, PA 19312		
Contact: David van Adelsberg, VP	Phone: (610) 640-7307	Fax: (610) 640-7310
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Forum Corporation has 25 years of experience providing training resources on a global basis. Its training management service provides a full or partial outsourcing solution for clients.		
Services Profile: Services include: strategic assessment, planning, and operations of an organization's training function.		
Major Clients: DuPont, Vanguard		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Health Resources, Inc.		
Address: 304 Cambridge Road Woburn, MA 01801		
Contact: Thomas Diffily, COO	Phone: 617-935-8581	Fax: 617-935-1084
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Founded in 1971, Heal Resources, Inc. provides occupational/corporate health services for more than 1,000 U.S. organizations.		
Services Profile: Complete oversight and management of occupational health and compliance, including: occupational medicine, health and safety program, advisory services and examinations, claims monitoring, medical directorship, and case management, as well as substance abuse management programs, OSHA compliance, and employee assistance programs.		
Major Clients: Courier		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Human Resources Corp.		
Address: 2351 West Northwest Highway Dallas, TX 75220		
Contact:	Phone: 214-902-9100	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Interim Services, Inc.		
Address: 2050 Spectrum Boulevard Fort Lauderdale, FL 33309		
Contact: Kathleen Chetnick, VP	Phone: 212-983-8800	Fax: 212-983-8797
Revenue (Yr/Mkt): \$150m (95/WW)	Total Revenue (Yr/Mkt): \$1.4b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 375k (95/WW)	
Company Profile: Interim Services, Inc. provides staffing solutions through its commercial division and a health care division. Interim On-Premise is the company's full-service outsourcing offering. Introduced in 1992, this service represents 20% of the commercial division's revenues.		
Services Profile: Through Interim On-Premise the company manages an entire flexible workforce through a dedicated staff and office at the customer's site.		
Major Clients: The Sports Authority, Mary Kay Cosmetics, Celwave, Fitness Master		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Knowledge Transfer International		
Address: 747 3rd Avenue New York, NY 10017-2803		
Contact: Pat Manley	Phone: (212) 355-8080	Fax: (212) 355-7266
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$50+ m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 1k (95/WW)	
Company Profile: Knowledge Transfer International is a knowledge management company dedicated to presenting knowledge and learning that provides value to our customers.		
Services Profile: Service include: creation, development, and implementation of results-oriented learning and training programs.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: MetSource		
Address: 200 Galleria Officentre, Suite 400 Southfield, MI 48034		
Contact: William T. Shank, Pres.	Phone: (810) 208-7766	Fax: (810) 208-7999
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): 1-9M/US
Employees (Yr/Mkt): 500 (95/WW)		Total Employees (Yr/Mkt): up to 499
Company Profile: MetSource (formerly known as MetLife Consulting Services), a division of MetLife's Group Department, was established in 1972 when General Motors began working with MetLife consultants on benefits delivery systems.		
Services Profile: Services include: retiree servicing, life insurance administration and survivor support, healthcare administration, billing and consulting.		
Major Clients: General Motors, Sears, Xerox		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: MRI (Management Recruiters International Inc.)		
Address: 1127 Euclid Avenue, Suite 1400 Cleveland, OH 44115-1638		
Contact: Alan Schonberg, Pres.	Phone: 216-696-1122	Fax: 216-696-3221
Revenue (Yr/Mkt): \$238 m (95/US)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 3k (95/US)	Total Employees (Yr/Mkt):	
Company Profile: MRI is part of CDI Corporation, a billion-dollar provider of human resource services. It operates a network of more than 600 offices across the U.S.		
Services Profile: Staffing solutions for sales, management, administrative and technical positions.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Non.Core Managed Staffing		
Address: 420 Lexington Avenue, Suite 555 NY, NY 10170		
Contact: James Essey	Phone: 212-916-0826	Fax: 212-867-1759
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$10+ m (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 500 (95/US)	
Company Profile: Staffing		
Services Profile: Outsourcing of staffing for administrative areas, such as, word processing, reception, help desk, and mailrooms.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Productivity Point International		
Address:		
Contact:	Phone: 800-979-TIME	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Operates 90 technology training centers throughout North America.		
Services Profile: Services provided: end-user software training, and high-end technical training.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Quality OutSourcing, Inc.		
Address: 180 Summit Avenue Montvale, NJ 07645-1721		
Contact: Peter H. Fleiss	Phone: (203) 746-6053	Fax: (203) 746-6056
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$5m+ (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 500 (95/US)	
Company Profile: Staffing services for finance, administration, consumer banking, and human resources.		
Services Profile: Full service staffing for: finance, accounting, administration, human resources and information technology from clerical to management positions.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: Talent Tree Staffing Services		
Address: 9703 Richmond Avenue Houston, TX 77042		
Contact: Ruthanne Mefford	Phone: (718) 789-1818	Fax: (713) 780-0722
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$100m+ (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):GT 500 (95/US)	
Company Profile: Talent Tree Staffing Services provides outsourced staffing solutions to many of the country's leading Fortune 500 firms.		
Services Profile: Staffing services including flexible staffing (temporary) and on-site management.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: United Staffing Systems		
Address: 16 East 40th Street New York, NY 10016		
Contact: Gregory H. Moss	Phone: (212) 576-1103	Fax: (212) 576-2430
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: United Staffing Systems provides staffing solutions and temporary personnel. The company has 19 years experience.		
Services Profile: Specializes in clerical and administrative personnel for outsourcing firms, including, legal, medical, financial, desktop, computer and food services.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
				X					

Company Profile

Company Name: The Vincam Group		
Address: 2850 South Douglas Road Miami, FL 33134		
Contact:	Phone: 305-460-2350	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: The Vincam Group specializes in providing experienced human resources professionals working full-time for the client company.		
Services Profile: Full-time human resources professionals providing expertise in labor law, personnel policies, workers compensation, employee benefits, health plans, 401k, payroll and related disciplines.		
Major Clients:		

Last Updated: 01/20/97

Information Technology

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: 800 Support		
Address: Portland, OR		
Contact: Dan Mendell, Pres.	Phone: 800-777-9608	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
<p>Company Profile:</p> <p>800 Support was founded in 1989 by Dan Mendell. The company provides inbound and Internet-based technical support for original equipment manufacturers, software publishers, hardware system manufacturers as well as large corporation and other help desk centric organizations.</p>		
<p>Services Profile:</p> <p>800 Support provides a wide range of business outsourcing solutions across the life-cycle of software, hardware and network systems, including: technical support, voice response systems, help desk services, cross- and up-selling services, project management and training, on-site services (in selected markets) and product and services fulfillment.</p>		
<p>Major Clients:</p> <p>Digimark, Joe Boxer, Tektronix, EasyStreet, Xerox</p>		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Acxiom Corporation		
Address: 301 Industrial Blvd. PO Box 2000 Conway, AR 72033-2000		
Contact: Charles D. Morgan Jr.	Phone: 501-336-1000	Fax: 501-336-3913
Revenue (Yr/Mkt): \$34 m (95/US)		Total Revenue (Yr/Mkt): \$202 m (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):LT 5k (95/WW)
Company Profile: Acxiom Corporation, formed in 1969, provides a range of information services and products that support clients in managing their marketing, merchandising and risk data. Its outsourcing and facilities management business specializes in operating a client's information processing systems.		
Services Profile: Acxiom provides selective outsourcing and facilities management of data centers and networks in addition to services -- such as list processing, data management, marketing database and fulfillment services.		
Major Clients: Allstate, AT&T, Citicorp, Trans Union		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Affiliated Computer Services, Inc.		
Address: 525 Market Street, Suite 1400 San Francisco, CA 94105		
Contact: Darwin Deason	Phone: 415-267-0300	Fax: 415-267-0333
Revenue (Yr/Mkt): \$162m (95/WW)		Total Revenue (Yr/Mkt): \$270m (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 2k+ (95/WW)
<p>Company Profile:</p> <p>Affiliated Computer Services, Inc., (ACS) is a full service provider of data services and technology solutions for financial, government, and commercial institutions. It operates a network of more than 2500 ATMs that handle more than 114 million transactions annually.</p>		
<p>Services Profile:</p> <p>Services include: datacenter outsourcing, facilities management, client-server outsourcing, network management, applications software support, disaster recovery.</p>		
<p>Major Clients:</p> <p>The Harper Group, Home Savings Bank, First American Bank, Pope & Talbot</p>		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Alicomp, Inc.		
Address: 425 Meadowlands Parkway Secaucus, NJ 07094		
Contact: Lorraine A. Drake	Phone: (201) 319-8788	Fax: (201) 974-2909
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): 50-99 m / US
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Alicomp Inc. provides a wide range of outsourcing, timesharing, software development, consulting and on-site services. It is the outsourcing affiliate of Amalgamated Life Insurance Company. In 1992, CBS entered into a long-term agreement with Alicomp making CBS's Secaucus datacenter part of the company's network of resources.		
Services Profile: Provides customized outsourcing and remote computing services in the IBM mainframe environment to all industries both domestically and internationally.		
Major Clients: Coopers & Lybrand, Faberge, Cologne Life Reinsurance, Health Insurance Plan of NY (HIP)		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Alltel Information Services, Inc.		
Address: 4001 Rodney Parham Road Little Rock, AR 72212-2496		
Contact: Holly Tilley	Phone: 501-220-5212	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Alltel Information Services provides information processing management, outsourcing services and application software to the financial, mortgage, healthcare and telecommunications industries. The company is a wholly owned subsidiary of Alltel Corporation, a telecommunications and information services company.		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Alternative Resources Corporation		
Address: 75 Tri-State International, Suite 100 Lincolnshire, IL 60069		
Contact: Larry Kane	Phone: 708-317-1000	Fax: 708-317-1008
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$100+ (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 1k (95/WW)	
Company Profile: Computer services.		
Services Profile: Technology outsourcing and project management.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Amerinet Inc.		
Address: 2060 Craigshare Road St. Louis, MO 63146		
Contact:	Phone: 314-878-2525	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: American International Group Data Center, Inc.		
Address: 72 Wall Street, 15th Floor New York, NY 10005		
Contact: Anthony T. Perdichezzi	Phone: (212) 770-3051	Fax: (212) 344-7336
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1b+ (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 10k+ (95/WW)	
Company Profile: AIGDC, Inc. is the information subsidiary of the leading U.S.-based international insurance organization, American International Group, Inc. (AIG).		
Services Profile: AIGDC provides high performance, cost effective data processing, network and information technology services throughout the U.S. and around the world.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Ameritech		
Address: 30 South Wacker Drive Chicago, IL 60606		
Contact: Richard Notebaert, CEO	Phone: 800-257-0902	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$13.4b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Ameritech, the mid-west telecommunications company, provides telephone, cellular, long distance, cable, security, electronic commerce and managed services (outsourcing). In 1995, the company announced an alliance with IBM to provide desktop outsourcing services.		
Services Profile: The company's managed services include: single-point-of-contact for all communications and computing needs -- such as personal computers, phones, video conferencing, local area networks and PBXs.		
Major Clients: Baxter Healthcare		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Ameriquest, Inc.		
Address: 470 East Paces Ferry Road Atlanta, GA 30305		
Contact: Paul Harwood	Phone: 404-264-5211	Fax: 404-264-5965
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Ameriquest, Inc., formerly American Software, was founded in 1970 and develops, markets, and supports enterprise computing solutions for a wide range of industries including manufacturing, utilities, financial institutions, healthcare facilities, education, government, insurance, telecommunications and distribution concerns. The outsourcing group was formed in 1989.		
Services Profile: Services include: transaction processing, network, systems and application support, and CD-ROM production services.		
Major Clients: Borg-Warner Security Corporation, Allied Products Corporation Oglethorpe Power Corp.		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Andersen Consulting		
Address: 33 West Monroe Chicago, IL 60603		
Contact: Joellin Comerford	Phone: (312) 372-7100	Fax: (312) 507-8970
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$4.2b (95/WW)	
Employees (Yr/Mkt): 5.6k (95/WW)	Total Employees (Yr/Mkt): 38k+ (95/WW)	
Company Profile: *** Top 35 *** Andersen Consulting, part of Arthur Andersen & Co, S.C., is a global management and technology consulting firm. In its Business Process Management practice, the firm takes responsibility for the operation of one or more business processes combining both the business and technology solutions.		
Services Profile: Services include design, implementation and operation of a wide range of technologies.		
Major Clients: Freeport-McMoRan, British Petroleum, Bellcore,		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: AT & T Solutions		
Address: 412 Mt. Kemble Avenue Room C351 Morristown, NJ 07962		
Contact: Rick Roscitt	Phone: (201) 443-2200	Fax: (201) 443-2204
Revenue (Yr/Mkt): LT \$500 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 11k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** AT&T Solutions is a wholly-owned subsidiary of AT&T with practices in consulting, systems integration and outsourcing.		
Services Profile: Through its outsourcing practice, AT&T Solutions manages its clients' networks, information technology infrastructures, and business processes, such as, customer service and employee benefits.		
Major Clients: Textron, CSX Transportation, MasterCard International, Merrill Lynch, J.P. Morgan		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: AvData Systems, Inc.		
Address: 55 Marietta Street Atlanta, GA 30303		
Contact: Kevin Conley	Phone: (404) 523-2848	Fax: (404) 420-3072
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: End-to-end responsibility for the design, implementation, operation, and maintenance of data communications networks.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: BDM International		
Address: McLean, VA		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile: Systems and software integration, computer and technical services, enterprise management and operations.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Bell Atlantic Network Integration, Inc.		
Address: 50 East Swedesford Road Frazer, PA 19355		
Contact: Kevin DeNuccio	Phone: 610-993- 6678	Fax:
Revenue (Yr/Mkt): \$35m (94/WW)	Total Revenue (Yr/Mkt): \$13b (94/WW)	
Employees (Yr/Mkt): 500 (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Bell Atlantic Network Integration is a subsidiary of Bell Atlantic Corporation. enterprise.		
Services Profile: Network design and planning, product procurement and implementation, integration as well as outsourcing services including network management and relocation services.		
Major Clients: USAir		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Boeing Information Services		
Address: P.O. Box 3707 Seattle, WA 98124-2207		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$22b+ (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 5k (95/WW)	
Company Profile: Boeing Information Services, a unit of The Boeing Company, provides complex systems integration, support services and professional services for both military and civilian applications.		
Services Profile: Wide range of information technology services, including outsourcing.		
Major Clients: Department of Defense (multiple systems), NASA and the National Institutes of Health		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: BTG, Inc.		
Address: Vienna, VA		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Custom software development, information systems development, systems integration and commercial-off-the-shelf hardware and software.		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Bull		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: CACI International, Inc.		
Address: Arlington, VA		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: System engineering, integration and operations, imaging and document managing, simulation, database and software products.		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Cambridge Technology Partners, Inc.		
Address: Cambridge, MA		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Information technology, consulting and software development services.		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Cap Gemini America		
Address:		
Contact: Mike Meyer	Phone: 212-944-6464	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Cap Gemini America is the U.S.-based subsidiary of Cap Gemini Sogeti of France.		
Services Profile: Full range of technology outsourcing from datacenter operations through distributed systems, networks and applications.		
Major Clients: Ralcorp		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: CDP, Inc.		
Address: 4 Sperry Road Fairfield, NJ 07004		
Contact: Kevin McGrath	Phone: (201) 882-6543	Fax: (201) 882-3626
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: CDP provides data processing services for the mainframe and desktop environments, including database management, data communications, response processing, image processing, facilities management and media conversion.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Comdisco, Inc.		
Address:		
Rosemont, IL		
Contact: Bill Kelly	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2 b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 2k+ (96/WW)	
<p>Company Profile:</p> <p>Comdisco was formed in 1969 as a third-party reseller of IBM equipment. Since then, the company has grown a \$2 billion dollar, provider of a wide-range of technology services, most notably from an outsourcing industry standpoint are its desktop asset management outsourcing, recovery services and managed network services.</p>		
<p>Services Profile:</p> <p>Services include: IT asset management, business/disaster recovery services, and managed network services.</p>		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: CompuCom		
Address: 10100 North Central Expressway Dallas, TX 75231		
Contact:	Phone: (800) 820-0282	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: CompuCom provides individual and end-to-end PC integration services to large corporations		
Services Profile: Services include: LAN/WAN projects, help desk, field engineering, distribution, asset management, procurement and configuration		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Computer Data Systems		
Address: Rockville, MD		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Services include: consulting and professional services, custom software development, systems integration and data center management.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Computer Horizons Corp.		
Address: 49 Old Bloomfield Ave. Mountain Lakes, NJ 07056		
Contact: John Cassese	Phone: 201-402-7400	Fax: 201-402-7908
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$150 m (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 2.2k (95/US)	
Company Profile: Founded in 1969, Computer Horizons Corp. is a diversified technology services company. The company operates four subsidiaries with Strategic Outsourcing Services, Inc. (SOSI) providing operational outsourcing services.		
Services Profile: Services offered by SOSI include: data center operations, help desks, network administration as well as RFP development and management consulting for information technology outsourcing decisions.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: ComputerLand - Contract Data Services, Inc.		
Address: P. O. Box 14033 Research Triangle Park, NC 27709		
Contact: James Dolinger, Pres.	Phone: 919-460-5260	Fax: 919-460-5273
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
<p>Company Profile:</p> <p>ComputerLand operates 200 franchise locations around the U.S. In 1995 it created an Outsourcing Center to support desktop outsourcing services through its franchisees under the PIMS program name (Procurement, Implementation, Maintenance, and Support of information technology).</p> <p>CDS, Inc. is the flagship franchise for outsourcing within the ComputerLand network, it has 300 employees (220 providing outsourcing services) providing computer systems desktop support and services for both large and small corporations in the Southeast.</p>		
<p>Services Profile:</p> <p>Full or partial outsourcing of desktop systems, including: purchasing, installation, maintenance, support, help desk, network administration and management, and software engineering.</p>		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Computer Sciences Corporation		
Address: 3160 Fairview Park Drive Falls Church, VA 22042		
Contact: Ed Coleman	Phone: (703) 876-1218	Fax: (703) 876-1175
Revenue (Yr/Mkt): \$1.1b (95/WW)	Total Revenue (Yr/Mkt): \$3.3b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 32k+ (95/WW)	
Company Profile: *** Top 35 *** Computer Sciences Corporation (CSC) was founded in 1959 and is one of the largest professional services firms providing management consulting, business reengineering and information systems consulting, systems integration and outsourcing services. Its core client base is the U.S. government. However, the company has aggressively expanded its commercial operations which accounted for 56% of the company's revenue in fiscal 1995.		
Services Profile: CSC is a leading global provider of management consulting, business reengineering, systems development & integration, and IT operations outsourcing.		
Major Clients: Mutual of New York (MONY), British Aerospace, DuPont, J.P. Morgan		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Computer Task Group		
Address: 1505 LBJ Freeway, Suite 150 Dallas, TX 75234		
Contact:	Phone: 214-919-1555	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$300 m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 5k+ (95/WW)	
Company Profile: *** Top 35 *** Computer Task Group (CTG) was formed in Buffalo, NY in 1966. Over its 30-year history, the company has grown through expanding services and acquisitions to its current size of approximately \$300 million in revenues and 5,000 employees. Currently, the company operates two groups -- Professional Software Services, fulfilling contracts for professional technology staffing, and Information Technology Consulting which offers complete (outsourcing) solutions for clients' computing needs.		
Services Profile: Selective and full outsourcing for a wide-range of technologies, especially as sub-contractor on large contracts won by IBM's ISSC.		
Major Clients: IBM, Bank South, Kodak		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Comvestrix Corporation		
Address: 1100 Valley Brook Avenue Lyndhurst, NJ 07071		
Contact: Robert W. Rogus	Phone: (201) 935-8300	Fax: (201) 935-8350
Revenue (Yr/Mkt): \$50-99 m (95/US)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 200 (95/US)	Total Employees (Yr/Mkt):	
Company Profile: Formed in the early 1970s, Comvestrix Corporation is a privately-held company providing computer output services in the Northeast for companies in the finance, banking, publishing industries. It operates 64,000 sq. feet of facilities staffed by more than 200 individuals.		
Services Profile: Services: outsourced computer output and distribution services including electronic print, distribution, micrographics, and CD-writable.		
Major Clients: 200+		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Coopers & Lybrand		
Address: 14800 Landmark Blvd., Suite 300 Dallas, TX 75240		
Contact: Benny Popek, Partner	Phone: 214-498-5038	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Coopers & Lybrand is one of the nation's largest professional services firms. Its information technology outsourcing practice provides maintenance outsourcing, facilities management, and consulting in the areas of best practices and information systems needs assessments		
Services Profile: Maintenance and facilities management services include: maintaining legacy software applications and databases and handling all hardware, networks, database administration, and staffing.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Data Palmer		
Address: 410 Madrid Avenue Torrance, CA 90501		
Contact: Tim Connor	Phone: 310-222-7000	Fax: 310-222-7070
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$100 m (95/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1k (95/US)	
Company Profile: Outsource provider of image processing services.		
Services Profile: Image processing through an on-line, shared system approach.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Dataserv		
Address: 12125 Technology Drive Eden Prairie, MN 55344		
Contact: Derek Peterson	Phone: (612) 829-6000	Fax: (612) 829-6083
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Dataserv is a Bellsouth company providing network-based outsourcing services.		
Services Profile: Dataserv provides technology solutions and support for multivendor networks, help desks, network support, technology conversion, and maintenance services.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Digital Equipment Corporation		
Address: 334 South Street Shrewsbury, MA 01545		
Contact: Bruce Lynn	Phone: (508) 841-2008	Fax: (508) 841-3536
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1b+ (5/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Digital pioneered the distributed system computing and environment and provides outsourcing services tailored to that environment. Digital also provides software publishing services.		
Services Profile: Digital's global outsourcing solutions include: client-server outsourcing (design, implementation, operation, support), Internet web management, and business recovery services.		
Major Clients: GE Aircraft Engines, Canadian Museum of Nature, GM Hughes Electronics, DSM Plastics, Microsoft		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: EDS (Electronic Data Systems)		
Address: 5400 Legacy Drive Plano, TX 75024		
Contact: Lester Alberthal, Pres.	Phone: (214) 605-6000	Fax: (214) 605-6545
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$13b (96/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 80k+ (96/WW)
Company Profile: *** Top 35 *** Founded in 1962, EDS has become one of the world's largest professional services firms providing a wide range of management and information technology services and solutions. From 1984 through 1996, the company operated as a wholly-owned subsidiary of General Motors and continues to realize significant revenues, approximately 30%, from that customer.		
Services Profile: All aspects of management consulting services and information technology services and outsourcing, including: systems management (ongoing operation and management of computing, communications, applications, and data), systems integration, systems development, consulting, business process management.		
Major Clients: GM, Xerox, American Express		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Entex Information Services		
Address:		
Contact: Glenn Zaccara	Phone: 914-935-3685	Fax: 914-935-3685
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 2.3k (95/WW)	
Company Profile: Entex Information Services provides PC and network solutions for large corporations and government agencies. The company operates in 40 major metropolitan regions across the U.S. with 650 employees on-site at customer locations.		
Services Profile: Entex provides: day-to-day management of PC procurement, installation, network hook-up, help desk support, moves, adds, changes, and disposal.		
Major Clients: Microsoft, Florida Power & Light		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: eunetcom, Inc.		
Address: c/o Deutsche Telecom 666 5th Avenue New York, NY 10103		
Contact: D. Jaline Davidson	Phone: (212) 424-2927	Fax: (212) 424-2991
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: eunetcom, is a joint venture of Deutsche Telekom and France Telecom providing global networking solutions for multinational businesses. eunetcom services range from Managed Bandwidth Services and Private Network Solutions to partial or total outsourcing of a company's telecommunications resources.		
Services Profile: Services include: consulting, network design, project implementation and management, network access, private network operations, network-specific services.		
Major Clients: IBM, Dun & Bradstreet, Groupe Bull, R.J. Reynolds		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Fiserv, Inc.		
Address: 255 Fiserv Drive Brookfield, WI 53045		
Contact: Leslie Muma, Pres.	Phone: (414) 879-5000	Fax: (414) 879-5275
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$332 m (92/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 5k+ (94/WW)
Company Profile: *** Top 35 *** Fiserv, Inc. provides accounts processing for savings institutions, banks and credit unions. It services these accounts through a nationwide service bureau network of data centers and remote-service centers.		
Services Profile: Services include: transaction processing, accounts payable, asset/liability management, remote printing and optical disk, ATM, POS and ACH financial accounting, regional item processing, and disaster recovery and contingency planning services.		
Major Clients: More than 2,000 savings institutions, banks, and credit unions.		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: FLI, Inc.		
Address: 11900 Olympic Boulevard, Suite 530 Los Angeles, CA 90064-1151		
Contact: Susan M. Callahan	Phone: (310) 820-8972	Fax: (310) 820-2341
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Assists with implementation of IS systems, sales, and product introduction strategies by developing customized technologically advanced training, documentation, and communication.		
Major Clients:		

Last Updated: 10/15/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: GE Information Services		
Address: MC07F2 401 N. Washington Street Rockville, MD 20850		
Contact:	Phone: 800-560-GEIS	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$70 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 220k (95/WW)	
Company Profile: *** Top 35 *** GE Information Services (GEIS) is the network services arm of GE, the \$70 billion diversified technology, manufacturing and services company.		
Services Profile: GEIS provides: electronic data interchange (EDI), Internet and intranet, electronic commerce, network and professional services.		
Major Clients: Multiple		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: The Genix Group		
Address: 5225 Auto Club Drive Dearborn, MI 48126-2607		
Contact: Doug Tayler	Phone: (313) 323-4086	Fax: (313) 337-4897
Revenue (Yr/Mkt): \$100 m (95/US)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): LT 500 (95/US)	Total Employees (Yr/Mkt):	
Company Profile: The Genix Group is an international, \$100 million computer outsourcing firm with numerous Fortune 500 customers.		
Services Profile: Computer operations management, telecommunications design and management, desktop support, applications management, electronic printing and fulfillment.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: HBO & Company		
Address: 301 Perimeter Center North Atlanta, GA 30346		
Contact: Peter Mounts, VP Sales	Phone: (770) 393-6000	Fax: (770) 393-6092
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$.8b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 3.4k (95/WW)	
Company Profile: Formed in 1974, HBO & Co. specializes in information technology, particularly applications software and services (outsourcing) for the healthcare industry.		
Services Profile: Full and partial information technology outsourcing solution for systems, networks, desktop and point-of-care systems, and software.		
Major Clients: North General (NY City), Grand River Hospital (Ontario), St. Vincent's Hospital (Birmingham), Baptist Health Services, Inc. (Montgomery)		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Hewlett Packard		
Address: 100 Mayfield Ave. Mountain View, CA 94043		
Contact: Low Platt	Phone: 415-691-7268	Fax: 415-691-7369
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$20+ b (93/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 96k+ (93/WW)	
Company Profile: Hewlett-Packard Company is an international manufacturer of measurement and computation products and systems. The company's Systems Management Service represents a selective approach to outsourcing designed to complement the client's internal resources.		
Services Profile: Services available include: configuration, performance, operations-control, security, accounting, printing, storage and fault management for the client-server environment.		
Major Clients: Levi Strauss, J. P. Morgan, NatWest Markets		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Highland Data Services Company		
Address: Blue Grass Square Blue Grass, VA 24413		
Contact: Amory Mellen	Phone: (703) 474-3411	Fax: (703) 474-3441
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): 1-9M/US	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): up to 499	
Company Profile: Specializes in data entry since 1983.		
Services Profile: Offering data conversion services and forms processing specializing in medical forms, mailing lists, and surveys, including data entry, scanning, imaging		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: I-NET, Inc.		
Address: 6700 Rockledge Drive, Suite 100 Bethesda, MD 20817-1804		
Contact: Sandra Larkin	Phone: (301) 214-0338	Fax: (301) 214-0009
Revenue (Yr/Mkt): \$350 m (95/WW)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt): 2.6k (95/WW)		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** Founded in 1985, I-NET, the company provides enterprise technology solutions in network management and operations, for wide and local area networks and desktop systems.		
Services Profile: Services include: help desk, desktop hardware and software support, hardware maintenance services, LAN/WAN management, operations support, systems management.		
Major Clients: British Petroleum Exploration, LSI Logic, Enron, David Taylor Research Center, Naval Sea Systems-Fleet Logistics Center, Bell Atlantic		

Last Updated: 01/21/95

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Inacom Corp.		
Address: 10810 Farnam Drive Omaha, NE 68154		
Contact: Geri Michelic	Phone: 402-392-3923	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Inacom was formed in 1982 as a division of Valmont Industries to sell computers, support services and agricultural software to agribusiness. Since then it has grown to a more than \$2 billion with a network of more than 1400 locations nationwide made up of company owned branches, franchisees, systems integrators, and value-added resellers.		
Services Profile: Inacom provides its customers with a single source solution for procurement, integration and support of a wide range of technologies -- from telephone systems to desktop computers.		
Major Clients: Ascolta, American Commercial, ConAgra, Tektronix		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Infonet		
Address: 2100 E. Grand Avenue El Segundo, CA 91304		
Contact: Jose Collazo	Phone: 310-335-4785	Fax: 310-335-2876
Revenue (Yr/Mkt): \$100 m (95/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): LT 1k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Infonet specializes in data communications networks.		
Services Profile: The company provides fully managed local and wide area networks, internationally.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: International Informatics Solutions Inc.		
Address: 999 New Durham Road, Suite 116 Edison, NJ 08817		
Contact: Sudipta Gautam	Phone: (908) 248-0023	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 300 (96/WW)	Total Employees (Yr/Mkt):	
Company Profile: International Informatics Solutions, Inc., is an India-based software development company.		
Services Profile: IIS provides a full range of software project services, both onsite and offshore, from estimation and planning, through analysis and implementation.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Integrated Systems Solutions Corporation (ISSC)		
Address: 44 South Broadway White Plains, NY		
Contact: Douglas T. Elix, Pres.	Phone: 914-288-3814	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$13b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 17k (96/WW)	
Company Profile: *** Top 35 *** ISSC is the services arm of IBM, providing management consulting and technology solutions across the business spectrum. Most recently, ISSC has been folded into IBM Global Services and discontinue operations under its separate name by year-end 1997.		
Services Profile: ISSC provides the complete spectrum of information technology and business process outsourcing services.		
Major Clients: Prudential, Sears, Roebuck & Co., Amtrak, Bank South, Ameritech		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Interim Technology		
Address: 1 Evertrust Plaza, 8th Floor Jersey City, New Jersey 07302		
Contact:	Phone: 201-451-0300	Fax: 201-451-8229
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Interim Technology (formerly Brandon Systems Corporation) provides systems operations support in the mainframe and network environment.		
Services Profile: Services include: systems operations (console, tape, print) and network operations in the MVS, DEC and UNIX_based environments.		
Major Clients: Johnson Controls		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Keane, Inc.		
Address: Ten City Square Boston, MA 02129		
Contact: Brian Keane	Phone: (617) 241-9200	Fax: (617) 241-8027
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$400 n (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 5k (95/WW)	
Company Profile: Keane is a \$400 million software services outsourcing company.		
Services Profile: Keane Inc.'s outsourcing services include application outsourcing, help desk technical support, year 2000 compliance, project management, and software development.		
Major Clients: Cargill, Elf Atochem, McKesson, AT&T Human Resources, Cincinnati Bell Telephone		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Litton Computer Services		
Address: P.O. Box 4040 Woodland Hills, CA 91367-5200		
Contact: Tom McAusland,	Phone: 818-715-5227	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$3.4b (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 29k (95/WW)
Company Profile: Litton Computer Services (LCS) provides a wide range of information technology outsourcing services. It is a division of Litton Industries, Inc., the \$3.4 billion aerospace/defense company.		
Services Profile: Service areas include: desktop services, network services, client services (non-mainframe), and mainframe datacenter services.		
Major Clients: TRW, Hilton Hotels		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Lockheed Martin		
Address: 12506 Lake Underhill Road, MP840 Orlando, FL 32825-5002		
Contact: John Simmons	Phone: 407-826-1701	Fax: 407-826-6922
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Lockheed Martin's outsourcing group specializes in information technology outsourcing for government clients.		
Services Profile: Complete range of full and partial information technology outsourcing services.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: May & Speh		
Address: 1501 Opus Place Downers Grove, IL 60515-5713		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$30 m (96/US)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 330 (96/US)	
Company Profile: May & Speh was formed in 1947 to provide tabulating services for Sears Roebuck and Co. The company is privately held.		
Services Profile: The company provides outsourced information management services and direct mail/database management and design. Operating systems supported include: IBM MVS, IBM OS/400, MSDOS, Windows 3.1, Windows NT, AT&T/Unix International, HP/UX, and UNIX.		
Major Clients: Sears		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: MCI, Concert-Syncordia, MCI Systemhouse		
Address: 1650 Tysons Boulevard McLean, VA 22102		
Contact:	Phone: (800) 813-4491	Fax: (703) 506-6607
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt): \$13+ b (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** MCI, headquartered in Washington, D.C., has rapidly expanded from its core long distance business to provide a wide range telecommunications services. Telecommunications outsourcing solutions were provided through the company's joint venture with British Telecommunications (BT), Concert-Syncordia. In 1996, MCI acquired the Canadian-based Systemhouse Limited (SHL) and formed MCI Systemhouse providing an integrated solution to telecommunications, information technology and ongoing support services. In late 1996, MCI and BT announced plans to merge the two companies expanding the world-wide positioning to MCI services.		
Services Profile: Single-source provider of information technology and telecommunication services including integrated managed Networks, call centers, consulting and systems integration.		
Major Clients: Chrysler, NASDAQ, Cadance Design Systems		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: MicroAge		
Address: 757 Springdale Dr. Exton, PA 19341		
Contact: Jeff Pataky	Phone: (602) 366-2000	Fax: 610-524-9455
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2.9 b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: MicroAge was started in 1976. Today it is a \$2.9 billion distributor and service of information products.		
Services Profile: MicroAge Infosystems Services focuses on systems integration and implementation support for distributed computing environments for large corporations and government.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Nipon Telephone & Telegraph (NTT) Data		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: NTT, the Japanese telecommunications giant, provides information technology professional services through NTT Data.		
Services Profile: Information technology professional services provides strategic planning, systems planning, systems design and installation, systems maintenance and facilities management.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Northrop Grumman Corporation		
Address: Los Angeles, CA		
Contact: .	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$6.8b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 47k+ (95/WW)	
Company Profile: The Data Systems and Services Division of Northrop Grumman provides a wide range of information technology solutions, primarily for department of defense clients, including outsourcing, in such areas as logistics, manufacturing, imaging and document management, command, control and communications, and high performance computing.		
Services Profile: Information technology products and services including selected and full outsourcing services.		
Major Clients: U.S. Air Force Depot Maintenance, Rapid Acquisition of Manufactured Parts (RAMP)		

Last Updated: 01/24/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Octel Network Services		
Address: 17080 Dallas Parkway Dallas, TX 75248		
Contact: Julie Phillips	Phone: (214) 407-7461	Fax: (214) 735-2390
Revenue (Yr/Mkt): \$50+m (95/WW)	Total Revenue (Yr/Mkt): \$400 m (94/WW)	
Employees (Yr/Mkt): LT 500 (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Octel Network Services (ONS), a division of Octel Communications Corporation, provides voice messaging services and outsourcing for voice messaging systems.		
Services Profile: ONS services include: technical maintenance, monitoring and support, helpline services, subscriber level billing and reporting, and customized solutions for customers with private networks.		
Major Clients: EDS		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Offshore Computing Services Ltd.		
Address: 67 Wall Street, Suite 2411 New York, NY 10005		
Contact: Jeff Thomas	Phone: (800) 871-7938	Fax: (212) 957-1405
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 500 95/WW	
Company Profile: Offshore Computing Services Ltd. provides a comprehensive range of software services utilized offshore programming skills.		
Services Profile: OCS provides: applications development and maintenance services, migration services, data conversions, GIS and CAD/CAM, maintenance, facilities management, and multimedia services.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: PC Helps Support, Inc.		
Address: Suite 415, 1 Bala Plaza Bala Cynwyd, PA 19004		
Contact: Susan Neitzke	Phone: 800-869-9327	Fax: 610-668-3685
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: PC Helps Support provides technical support for off-the-shelf software.		
Services Profile: Services include: end-user technical support, call analysis and resolution, call tracking and reporting.		
Major Clients: Circuit City, Toys-R-Us, Campbell Soups, Sun Oil, Perrier		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Perot Systems		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt): \$600m (96/WW)		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 ***		
Perot Systems was formed in 1988 and has grown through both new business and acquisition to a \$600 million international provider of information technology professional services including consulting, systems integration, and outsourcing.		
Services Profile:		
Full range of professional services with particular emphasis on new application development and operations.		
Major Clients:		
Swiss Bank, Citibank, Avis, Rouge Steel		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: PKS Information Services, Inc.		
Address: 11707 Miracle Hills Drive Omaha, NE 68154		
Contact: Bob Szalay	Phone: (402) 496-8500	Fax: (402) 496-8670
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt): 200+ (95/US)	Total Employees (Yr/Mkt):	
Company Profile: PKS Information Services, Inc., headquarters in Omaha, Nebraska, provides remote processing services from its 89,000 sq. ft. center, telecommunication services (voice and data) and systems integration.		
Services Profile: Services include: computer operations management, data security, backup and recovery, technical services, help desk services, telecommunications services and professional services.		
Major Clients: New Holland, NA, GAB, Clarkson Hospitals		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
			X		X				

Company Profile

Company Name: Policy Management Systems Corporation (PMSC)		
Address: P.O. Box Ten Columbia, SC 29202		
Contact: G. Larry Wilson, Pres.	Phone: (803) 735-4000	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$493 m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 4,700 (95/WW)	
Company Profile: PMSC was formed in 1974 and provides automation and information solutions for the insurance industry. Its first major outsourcing contracts were signed in 1991 with five insurance organizations.		
Services Profile: PMSC offers outsourcing services from its major data centers in North America, Europe and Australia. Services offered include: selective or full outsourcing of information processing, complete systems management, systems maintenance, and document management.		
Major Clients: Kemper Life Insurance, FAI Insurance, Ltd., Dodson Insurance Group		

Last Updated: 01/19/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Power Computing Company		
Address: Dallas, TX		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Dallas, Texas-based information technology outsourcing provider.		
Services Profile: Mainframe-base remote computing and outsourcing services.		
Major Clients: Central Louisiana Electric, Apache Corp.		

Last Updated: 10/29/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: The Registry, Inc.		
Address: 189 Wells Ave Newton, MA 02159		
Contact: Tricia Foley	Phone: (617) 527-6886	Fax: (617) 527-6999
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): 100-499M/US	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1000-4999	
Company Profile: The Registry is a national information technology consulting firm providing business solutions through project consulting and flexible I/T staffing.		
Services Profile: Services include: professional services, network integration, documentation, help desks.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: RK Technologies Inc.		
Address: 1308 Centennial Avenue, Suite 102 Piscataway, NJ 08855		
Contact: Rao Kalvala	Phone: (800) 758-3246	Fax: (908) 805-0878
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Application design, development and maintenance for a wide range of systems.		
Services Profile: Total solutions for the development of OLTP/DSS/EIS (data warehousing) client/server systems using Oracle, Sybase, Informix, Tuxedo/T, Powerbuilder, SQL-Windows, VB, Visual C++, MS/SDK.		
Major Clients:		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Satyam Computer Services Limited		
Address: Mayfair Center Sardar Patel Road Secunderabad-500 003 India		
Contact: Raghavendra Roa	Phone: 703-734-2112	Fax: 703-734-9797
Revenue (Yr/Mkt): \$600m (96/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Satyam provides offshore software development.		
Services Profile: Services include: system design, test, and support.		
Major Clients: Dun & Bradstreet (joint venture), GE, Volkswagen		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: SAIC Network Solutions, Inc..		
Address: 5700 Crooks Road, Suite 301 Troy, MI 48098		
Contact: Raymond Corson	Phone: (703) 742-0400	Fax: (703) 742-8147
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2b+ (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: SAIC Network Solution, Inc., a subsidiary of SAIC, Inc. the \$2 billion technology company started in 1969, specializes in network solutions for major federal, state and commercial clients. The company is the global registration authority for the Internet, operating InterNIC and the Defense Data Network (DDN).		
Services Profile: Services include: Internet and intranet services, network integration and outsourcing.		
Major Clients: Department of Defense		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: SCT Corporation		
Address: 4 Country View Road Malvern, PA 19355		
Contact: MaryAnn Wilhelm	Phone: (800) 223-7036	Fax: (610) 725-7475
Revenue (Yr/Mkt): \$63m (94/WW)		Total Revenue (Yr/Mkt): \$148m (94/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 1,300 (95/WW)
<p>Company Profile:</p> <p>Founded in 1968, SCT has more than 1,300 employees serving clients in the U.S. and overseas. It provides applications software and Information Resource Management (outsourcing) for higher education, government, courts, and public and private utilities.</p>		
<p>Services Profile:</p> <p>SCT provides: business technology planning, systems development, integration and management, applications software development, implementation and support, data center management, network management, disaster recovery and security, and help desk and end-user support.</p>		
<p>Major Clients:</p> <p>Continental Cablevision, City of Indianapolis, George Washington University</p>		

Last Updated: 01/21/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Sykes Enterprise Incorporated (SEi)		
Address: 100 North Tampa Street, Suite 3900 Tampa, FL 33602		
Contact:	Phone: (800) 867-9537	Fax: (813) 274-1000
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 3k (96/WW)	
Company Profile: Sykes Enterprise Incorporated (SEi) is a diversified information technology company providing a variety of computer-related outsourcing services to Fortune 500 firms. The company was founded in 1977 in Charlotte, North Carolina. The company operates five custom-built information technology call centers in the United States and one in Amsterdam, The Netherlands.		
Services Profile: Services include: applications development and maintenance, programming support, systems integration, facilities management, database design, and education and training.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Software Maintenance Specialists (SMS)		
Address: 3 Hutton Centre Drive, Suite 250 Santa Ana, CA 92707		
Contact:	Phone: 714-436-9000	Fax: 714-436-9029
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: SMS, listed in 1995 as one of Inc. Magazine's "fastest-growing private companies," is a supplier of computer outsourcing services.		
Services Profile: SMS provides: systems management, data processing, systems integration, technical support and applications development services.		
Major Clients: Rockwell Space, Allergan, Applied Magnetics, Avco, Cox Communications, Denny's, Matel.		

Last Updated: 01/22/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Spenser Communications, Inc.		
Address: 150 N. Santa Anita Avenue, Suite 710 Arcadia, CA 91006		
Contact: Kenneth M. Craig	Phone: (800) 454-4442	Fax: (818) 294-2868
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Spenser Communications, Inc. offers a wide range of telecommunications outsourcing services.		
Services Profile: Services include: technical, system administration, consulting, and vendor/inventory management.		
Major Clients:		

Last Updated: 01/22/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Stream International Inc.		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1.6b	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 17k (96/WW)	
Company Profile: *** Top 35 ***		
<p>Stream International, Inc. was formed in 1995 through a merger of Corporate Software Inc. and R.R. Donnelley & Sons' Global Software Services Business. It is a privately held corporation. The company operates three business units: Corporate Technologies, Outsource Manufacturing Services, and Outsource Technical Support.</p>		
Services Profile:		
<p>Corporate Technologies provides PC software sales and technology consulting services to Fortune 1000 companies. Outsource Manufacturing Services provides a broad range of turnkey manufacturing and distribution to independent software vendors and original equipment manufacturers. Outsource Technical Support provides outsourced technical support on software, hardware and systems providers.</p>		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: SunGard Data Systems Inc.		
Address: 1285 Drummers Lane Wayne, PA 19087		
Contact: David Douglas	Phone: (610) 341-8780	Fax: (610) 341-8865
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$400m (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: SunGard Data Systems Inc., established in 1978, is a full-service business recovery solutions provider. Its Computer Services Group provides remote IBM processing for the financial, manufacturing, government and service sectors.		
Services Profile:		
Major Clients:		

Last Updated: 01/22/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Software Support, Inc.		
Address: 300 International Parkway Heathrow, Fl 32746		
Contact:	Phone: (800) 829-8238	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Software Support, Inc. was founded in 1991. The company provides third-party support for a wide range of desktop and distributed software products including Microsoft and Lotus. In late 1996, the company agreed to be acquired by MATRIXX.		
Services Profile: Services include: Internet support, electronic support, corporate end user and help desk support, complete OEM call center support and advanced technical support for networks.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Syntel, Inc.		
Address: 5700 Crooks Road, Suite 301 Troy, MI 48098		
Contact: Jeff Ray	Phone: (810) 828-0431	Fax: (810) 828-1017
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$1-400m(95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1k+ (95/WW)	
Company Profile: Syntel is a global software services company specializing in legacy system maintenance, applications development, systems integration, and project management.		
Services Profile: Services include: outsourcing application development, maintenance, under time and material, fixed price, and offshore basis.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: TATA Consulting Services		
Address: 8701 Georgia Avenue, Suite 803 Silver Spring, Maryland		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: TATA Consulting Services is the technology services subsidiary of the Indian-based TATA Sons Limited.		
Services Profile: Services include: applications development and maintenance as well as support services utilizing on-site and offshore resources.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Unisys Worldwide Outsourcing		
Address: 8008 Westpark Drive McLean, VA 22102		
Contact: Elizabeth Schwatka	Phone: (703) 847-3803	Fax: (703) 847-2522
Revenue (Yr/Mkt): \$300m (94/WW)	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Unisys is world-wide provider of information technology products and services. There are more than 10,000 professionals in the company's services operation.		
Services Profile: Outsourcing services provided include: program management, systems management, application management, end-user computing support, transitional outsourcing, business process outsourcing, and operation solutions services.		
Major Clients: The Associated Group, United HealthCare Corporation, Circle K, BASF		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
					X				

Company Profile

Company Name: Vanstar Corporation		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt): \$215 m		Total Revenue (Yr/Mkt): \$1.4b+ (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 4k+ (95/WW)
<p>Company Profile:</p> <p>Vanstar Corporation is a network integration firm, providing services and products to build and manage personal computer networks. The company's services are generally categorized under Life Cycle Management and Professional Services.</p>		
<p>Services Profile:</p> <p>Life Cycle Management services include: single-point of contact, systems maintenance, help desk, network management, asset management, procurement management, software license management, installs, moves, adds and changes, and asset refurbishment. Professional Services include: operational, strategic and cost assessment, technology planning and design, network and systems management, operating systems migration, enterprise messaging services, Internet, intranet and network security, and education and training.</p>		
<p>Major Clients:</p> <p>ALCOA, Bell South, Cigna, IBM Corporation, Ford, Microsoft</p>		

Last Updated: 01/23/97

Marketing and Sales

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: Channing L. Bete Co., Inc.		
Address: 200 State Road South Deerfield, MA 01373		
Contact: Judith Brock	Phone: (413) 665-7611 x 6331	Fax: (413) 665-3339
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Communications experts in publishing, managing and direct marketing educational programs in the health, social services, education, business and government markets.		
Services Profile: Services include: direct marketing, warehousing, posters, videos, customized publications, customer service, order processing, inventory management, accounting services, telemarketing, writing, and design.		
Major Clients:		

Last Updated: 01/20/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: Convergent		
Address: 3490 Piedmont Road Atlanta, GA 30305-1743		
Contact:	Phone: 800-877-7804	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Convergent provides corporate communications outsourcing under the general title of "Visual Communications Management." services		
Services Profile: Services include: interactive communications services, business television network operations, special event broadcasting.		
Major Clients: DEC, BMW North America, Hewlett-Packard, Ford, FedEx		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: Matrixx Marketing Inc.		
Address: 201 East Fourth Street Cincinnati, OH 45202		
Contact: David Dougherty, Pres.	Phone: 513-397-6864	Fax: 513-723-9030
Revenue (Yr/Mkt): \$1-200m (94/WW)	Total Revenue (Yr/Mkt): \$1b+ (95/WW)	
Employees (Yr/Mkt): 8k (95/WW)	Total Employees (Yr/Mkt):	
Company Profile: Matrixx Marketing Inc. is a wholly-owned subsidiary of Cincinnati Bell, Inc. The company provides a wide range of telemarketing and customer contact services from 15 facilities staffed by more than 8,000 people.		
Services Profile: Services include: account management, campaign sales, lead generation, consumer affairs, help desk, order processing, order acquisition, retail support, direct response TV, applications, reservations, catalog, market research, and fulfillment.		
Major Clients: GM Hughes (DIRECTV)		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: SITEL Corporation		
Address: 250 So. 77th Street Omaha, NE 68114-4582		
Contact:	Phone: 800-338-2600	Fax: 402-399-8446
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$100m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 5k+ (95/WW)	
Company Profile: SITEL was founded in 1985 by its Chief Executive Officer, James E. Lynch. Its initial focus was on providing inbound calling services such as order processing. Since then, the company's outbound telemarketing activities have increased significantly and in 1995 represented more than 75% of the company's revenues.		
Services Profile: SITEL operates through divisions specialized by industry to provide telemarketing services to the insurance, financial services, telecommunications and publishing industries. Services include: direct telephone sales, responding to customer service inquiries, generating customer leads, managing customer retention programs and taking customer orders.		
Major Clients: GTE,		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: Telerx		
Address: 901 Bethlehem Pike Spring House, PA 19477		
Contact: Helen Prout	Phone: 215-641-1616	Fax: 215-641-0756
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Telerx is a direct marketing, database management and fulfillment services provider founded in 1980. Telerx has focused on the health care and consumer products area, providing complex telemarketing applications. The company was acquired by Merck in 1996.		
Services Profile: Services include: inbound/outbound calls, database management, sample and literature fulfillment.		
Major Clients: Variety of companies in the packaged goods, pharmaceutical, healthcare/insurance, telecommunications and automotive.		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: The Trase Miller Group		
Address: 1220 Kensington Oak Brook, IL 60521		
Contact: Jim Noyes	Phone: (708) 990-6940	Fax: (708) 990-4930
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): 100-499M/US	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1000-4999	
Company Profile: The Trase Miller Group provides and develops technology, teleservicing and productivity solutions for the travel and entertainment industries.		
Services Profile: Services provided: inbound/outbound telemarketing and event ticketing.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
							X		

Company Profile

Company Name: United Media Corporation		
Address: 12 Greenway Plaza, Sixth Floor Houston, TX 77046		
Contact: Jon Parker	Phone: (713) 626-4862	Fax: (713) 522-4078
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: United Media Corporation specializes in graphic management services.		
Services Profile: Services include: graphics and marketing communications, multimedia, sales presentations, collateral materials, kiosks and Internet web pages.		
Major Clients: Enron, Chemical Bank, Mitsubishi, Sprint, Arthur Andersen		

Last Updated: 01/23/97

Facilities Management

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Allwaste, Inc.		
Address: 5151 San Felipe, Suite 1600 Houston, TX 77056		
Contact: Bob Chiste	Phone: 713-623-8777	Fax: 713-625-7185
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$100m+ (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1k+ (95/WW)	
Company Profile: Industrial and environmental services		
Services Profile: Allwaste provides over forty services.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Aramark Corporation		
Address: 1101 Market Street Philadelphia, PA 19107		
Contact: Bill Leonard	Phone: 215-238-3372	Fax: 215-238-3736
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$5b (94/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):133k+(94/WW)	
Company Profile: *** Top 35 *** ARAMARK provides a wide range of managed services and was founded more than 35 years ago.		
Services Profile: The company focuses on the core service areas of: food, refreshments, uniforms, child care, medical services, facilities management, and magazine and book distribution.		
Major Clients: American Airlines, General Motors, Citibank, GE, Xerox, Presbyterian Medical Center		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Arthur Andersen Real Estate Services Group		
Address: 1150 17th Street, NW, Suite 800 Washington, DC 20036		
Contact: John Dues	Phone: (202) 778-6808	Fax: (202) 833-5515
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Arthur Andersen Real Estate Services Group is an Arthur Andersen business.		
Services Profile: Arthur Andersen offers support in outsourcing change management and by serving as the outsourcing agent for various real estate services.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Axiom - Facilities Management		
Address: 1605 LBJ Freeway M/S 20-06-6150 Dallas, TX 75234		
Contact: T. E. Wynn	Phone: 214-406-7307	Fax: 214-406-7223
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$100m+ (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1k+ (95/WW)	
Company Profile: Texas-based facilities management outsourcing provider.		
Services Profile: Services include: maintenance, engineering, mailroom, administrative, security, physical plant operations, and management services.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Axiom Real Estate Management, Inc.		
Address: 1600 Market Street Philadelphia, PA 19103		
Contact: Ron Puntl	Phone: 215-246-2732	Fax: 215-246-2732
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):LT\$100m (95/US)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt): 1k+ (95/US)
Company Profile: Corporate Facility management and distributed property management.		
Services Profile: Services include: operations, maintenance, business services, property management, and facility management.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Brown & Root Services		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$3b (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Brown & Root is a \$3 billion global engineering, construction and diversified services company. It is a unit of Halliburton Company.		
Services Profile: Facility maintenance and consulting services.		
Major Clients:		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Cushman & Wakefield		
Address:		
Contact:	Phone: 800-346-6789	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Cushman & Wakefield, established in 1917, is an international real estate management organization involved in buying, selling, leasing, construction, managing, and valuing buildings.		
Services Profile: The company's Corporate Services Program tailors its services to address a wide range of real estate management needs -- from acquisition through operation and sale.		
Major Clients: Thomson Corporation Publishing International		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Fluor Corporation		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 41k (95/WW)	
Company Profile: Fluor Daniel, the principal operating unit of Fluor Corporation, provides a wide range of engineering, construction and diversified services around the world. The company recently created an alliance with Nipsco Industries to provide and operate energy centers for major industrial companies in the U.S.		
Services Profile: Services include: engineering, procurement, construction and facilities operations.		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Gianco Environmental Services, Inc.		
Address: 20 Nancy Street West Babylon, NY 11704		
Contact: Michael Gianchetta	Phone: (516) 491-5800	Fax: (516) 491-5878
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile: Gianco is an environmental services company specializing in the implementation and management of recycling programs with a specialty in plastics.		
Major Clients:		

Last Updated: 10/15/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Honeywell Inc.		
Address: PO Box 524, MN27-3246 Honeywell Plaza Minneapolis, MN 55440-0524		
Contact: Terrence Diaferio	Phone: 612-951-3743	Fax: 612-951-3465
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$7.3 b (96/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 50k+ (96/WW)	
Company Profile: Honeywell is a global controls company focused on control technology and services for the home, building, industrial, space and aviation industries.		
Services Profile: Honeywell provides maintenance and energy-cost savings programs and guarantees for industrial clients around the world.		
Major Clients: The Toronto Hospital		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: ISS-International Service System, Inc.		
Address: 375 Hudson Street New York, NY 10014		
Contact: Bettina Browne	Phone: (212) 229-4090	Fax: (212) 229-4078
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2.3b (94/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):122k+(94/WW)	
Company Profile: *** Top 35 *** ISS-International Service System A/S is a Denmark-based provider of facility maintenance services.		
Services Profile: ISS provides cleaning and related services, mechanical maintenance and operations and landscape management in more than thirty countries worldwide.		
Major Clients: Logan Airport, Lehigh University, PECO Energy, Kodak		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Johnson Controls, Inc.		
Address: 507 E. Michigan Avenue Milwaukee, WI 53201		
Contact: Roy Cloudsdale	Phone: (770) 392-4171	Fax: (770) 392-4166
Revenue (Yr/Mkt): \$1b+ (95/WW)	Total Revenue (Yr/Mkt): \$8.3b (95/WW)	
Employees (Yr/Mkt): 10k+ (95/WW)	Total Employees (Yr/Mkt): 59k+ (95/WW)	
Company Profile: *** Top 35 *** Johnson Controls is a multi-billion dollar worldwide provider of facilities management services, control systems, automotive seating systems, plastic packaging and automotive batteries.		
Services Profile: Johnson Controls provides onsite management of facilities operations and maintenance.		
Major Clients: Ameritech, Sun Microsystems, JCPenny, The Toronto Hospital		

Last Updated: 01/23/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: LaSalle Partners Ltd.		
Address: Chicago, IL		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 *** LaSalle Partners, founded in 1968, provides investment management, occupancy services and property and transaction services.		
Services Profile: The company's Occupancy Services include: facility management, tenant representation and construction.		
Major Clients: Ameritech, Bank of America		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Lockwood Greene Engineers		
Address: 16300 Christensen Rd., #235 Seattle, WA 98188		
Contact: Don Luger	Phone: 206-246-4551	Fax: 206-246-5160
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):\$100+m (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt): 1k+ (95/WW)	
Company Profile: Lockwood Greene Engineers provides design and consulting engineering.		
Services Profile: The company provides a wide range of architectural and engineering services.		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Marriott International		
Address: 1 Marriott Drive Washington, DC 20058		
Contact: Mary Ann Boyle	Phone: (510) 355-2053	Fax: (510) 355-2090
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$1b+ (95/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):LT 5k (95/WW)	
Company Profile: Marriott International provides food and facilities management for 3,000 clients, including corporations, schools, colleges, universities and healthcare facilities.		
Services Profile: Services include: food and dining, housekeeping, janitorial, mail & distribution, reception & administration.		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Mason & Hanger Engineering Inc.		
Address: 2355 Harrodsburg Road Lexington, KY 40504		
Contact:	Phone: 606-223-4773	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 10/28/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	X

Company Profile

Company Name: Morrison Knudsen Corporation		
Address: Operations and Maintenance Group 1500 W. Third Street Cleveland, OH 44113-1406		
Contact: Carl Fazio	Phone: (216) 523-5260	Fax: (216) 523-8147
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):\$500m+ (95/WW)
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):LT 5k (95/WW)
Company Profile: Morrison Knudsen Corporation (MK) was founded in 1912 as a general contracting partnership.		
Services Profile: Services include: facility maintenance, utilities operations and maintenance, facilities engineering and site support services, such as, grounds maintenance, housekeeping, receptionists, mail services, cafeteria, and furniture and asset management, as well as logistics and material handling.		
Major Clients: Tektronix, ROLM Systems, IBM, Lockheed Martin, U.S. Navy facility management services		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Ogden Facility Services		
Address: 43 Route 46 East P.O. Box 791 Pine Brook, NJ 07058		
Contact: Joseph J. Tinney, Jr.	Phone: (201) 244-8539	Fax: (201) 882-8570
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Ogden Facility Services provides a wide range of facility management, maintenance and manufacturing support services to industrial, commercial, and education customers throughout the United States and Canada.		
Services Profile:		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Pinkerton Security & Investigation Services		
Address: 15910 Ventura Boulevard, Suite 900 Encino, CA 91436-2810		
Contact: Mike Stugrin	Phone: (818) 380-8471	Fax: (818) 380-8919
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: Pinkerton Security & Investigation Services, Inc. is a global provider of outsourced security officer, investigation, consultation and systems integration services.		
Services Profile:		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: PRO-FAC Management Group Limited		
Address: 360 Albert Street, Suite 1750 Ottawa, ON K1R 7X7 Canada		
Contact: Gordon O'Connor	Phone: (613) 567-6608	Fax: (613) 567-5243
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: PRO-FAC provides services to manage single or multi-site commercial, retail and industrial facilities, properties and complexes.		
Services Profile:		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
								X	

Company Profile

Company Name: Property & Facility Management Group LLC		
Address: 20 N. Michigan Avenue, Suite 400 Chicago, IL 60607		
Contact: David Kahnweiler	Phone: (708) 928-6003	Fax: (312) 456-0056
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: Property & Facilities Management Group LLC offers corporate, institutional and entrepreneurial clients a wide range of property and facility management services on local, regional and national basis.		
Services Profile:		
Major Clients:		

Last Updated: 01/25/97

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
									X

Company Profile

Company Name: ServiceMaster		
Address:		
Contact:	Phone: 800-821-2416	Fax:
Revenue (Yr/Mkt):		Total Revenue (Yr/Mkt):
Employees (Yr/Mkt):		Total Employees (Yr/Mkt):
Company Profile: *** Top 35 ***		
<p>Formed in 1947, ServiceMaster provides a wide range of facility outsourcing services from cleaning to energy management and building design.</p>		
<p>Services Profile:</p> <p>Services include: customer services (purchasing, switchboards, maintenance, mailroom, office equipment, temporary staffing, administration and catering), technical services (electrical and mechanical engineering, waste disposal, groundskeeping, security and fire systems, environmental testing and pest control), regulatory services (health and safety code compliance, hazardous waste, disaster recovery, expense control, inventory control and records storage), and logistics and asset management (computer-aided facilities management, space planning and architecture, cost analysis, relocation, utilities management, occupancy costing and parking).</p>		
<p>Major Clients:</p> <p>2,300 healthcare, education and business and industry customers representing 440 million square feet of space.</p>		

Last Updated: 01/25/96

Transportation

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
									X

Company Profile

Company Name: GE Capital Fleet Services		
Address:		
Contact:	Phone:	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt):	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile:		
Services Profile:		
Major Clients:		

Last Updated: 10/29/96

Services Provided

ADM	CUS	DIST	FIN	HR	IT	MGT	M&S	FAC	TRAN
									X

Company Profile

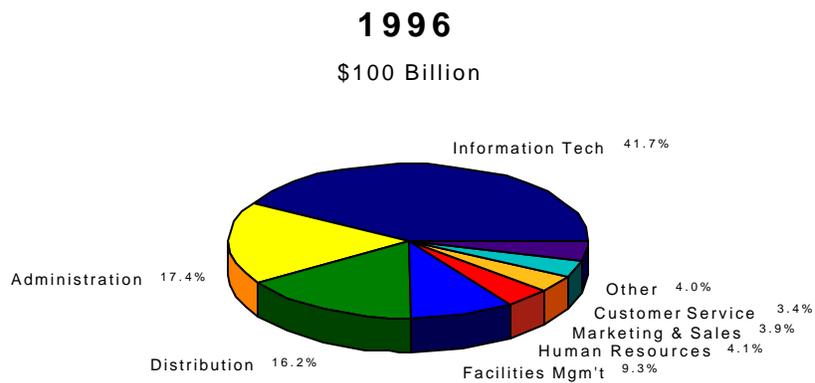
Company Name: PHH Corporation		
Address: 11333 McCormick Road Hunt Valley, MD 21031-1000		
Contact: Robert Kunisch	Phone: 410-771-3600	Fax:
Revenue (Yr/Mkt):	Total Revenue (Yr/Mkt): \$2.1b (94/WW)	
Employees (Yr/Mkt):	Total Employees (Yr/Mkt):	
Company Profile: *** Top 35 *** Established in 1946 PHH specializes in vehicle fleet management, relocation and real estate management services, and mortgage banking programs. In 1994, the company's vehicle management services purchased more than 100,000 vehicles, managed more than 400,000 and handled more than 47 million fuel and service card.		
Services Profile: Services include: vehicle expenses management, maintenance assistance management, national account purchasing, operations management and coordination.		
Major Clients: Texaco, Kodak		

Last Updated: 01/25/96

Section 3: Outsourcing Expenditures

Expenditures and Markets for Outsourcing in the U.S.

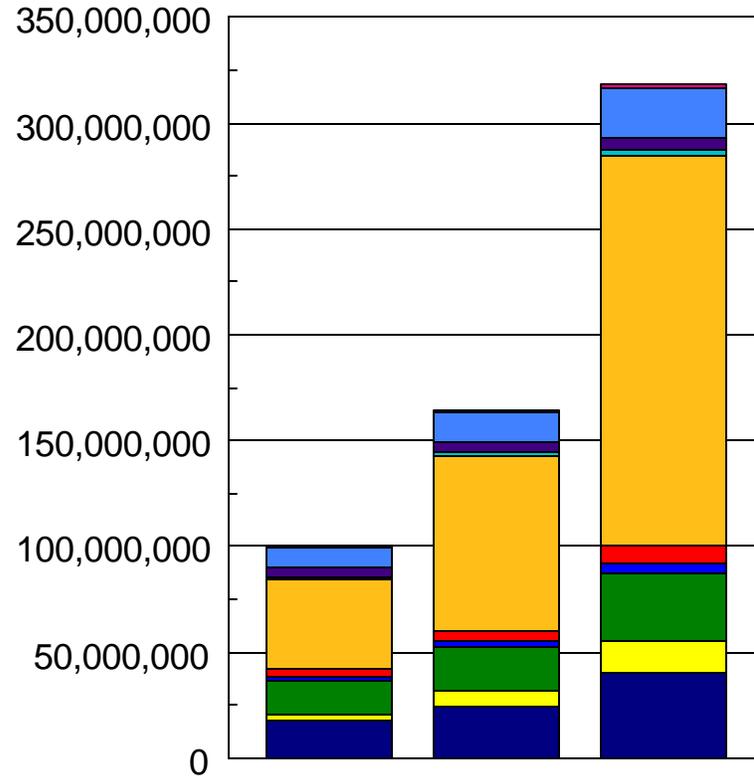
The U.S. Market for Outsourcing



Source: The Outsourcing Institute and Michael F. Corbett & Associates

The U.S. Market for Outsourcing Services

Thousands of Dollars



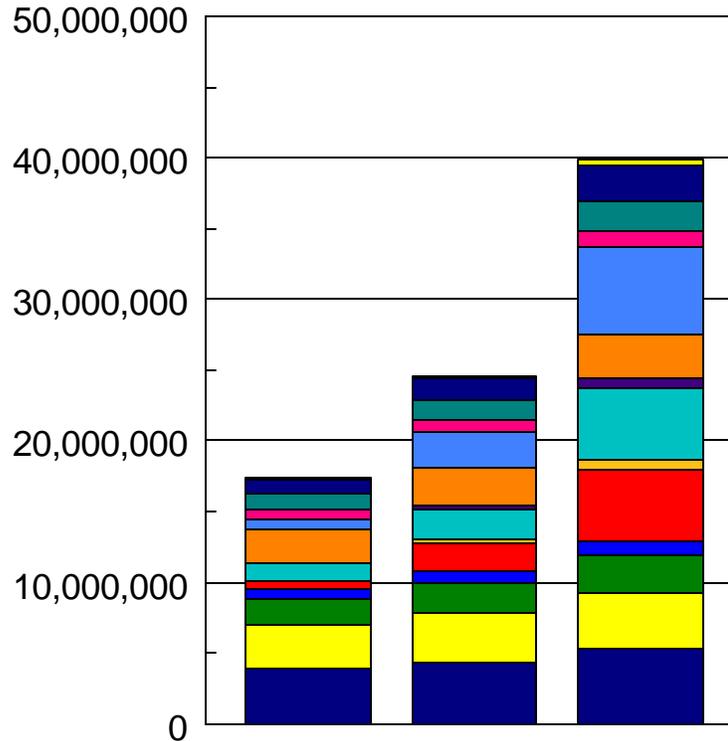
	1996	1998	2001
Administration	17,417,187	24,651,940	39,937,092
Customer Service	3,374,998	6,812,991	15,191,453
Distribution	16,221,090	21,116,013	32,377,437
Finance	1,691,092	2,760,923	4,992,866
Human Resources	4,073,259	5,208,349	8,044,215
Information Technology	41,661,505	82,390,792	183,788,729
Management	1,671,221	2,015,329	2,832,603
Marketing & Sales	3,928,314	4,566,694	5,796,564
Media	141,031	224,950	465,213
Facilities Management	9,325,741	13,555,303	23,023,556
Transportation	494,557	1,038,965	2,199,145

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

ADMINISTRATION

Thousands of Dollars



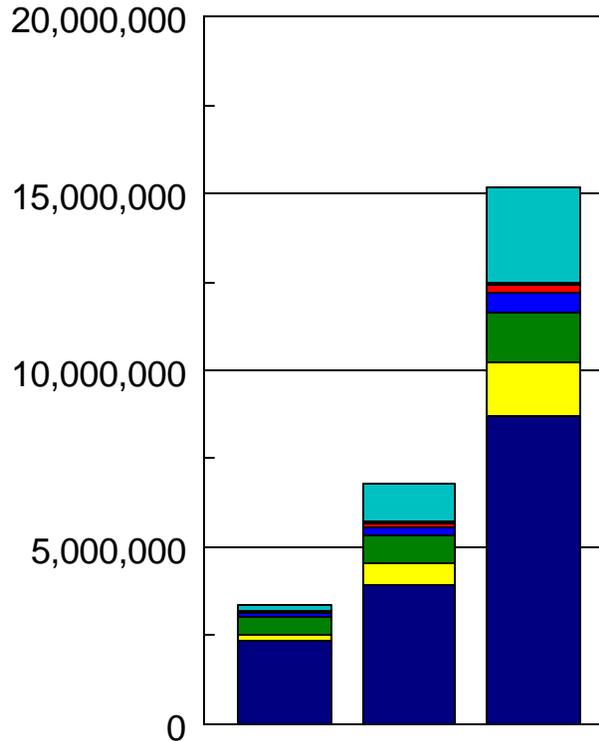
	1996	1998	2001
Administrative Information Systems	3,853,543	4,366,992	5,268,243
Consulting & Training	3,083,976	3,399,668	3,934,818
Copy Center Management & Copy Production	1,883,654	2,181,075	2,717,533
Data Capture	640,620	774,475	1,029,482
Desktop Publishing	559,728	2,055,320	5,056,857
General	131,242	273,942	674,001
Mailroom	1,189,786	2,126,191	5,079,283
Other	10,572	275,071	676,778
Printing & Reprographics	2,421,291	2,690,031	3,150,086
Records Management	632,578	2,493,433	6,134,781
Secretarial & Clerical	768,125	930,276	1,239,885
Shipping/Receiving	1,060,823	1,372,860	2,021,163
Supply (inventory)	1,101,669	1,530,491	2,506,110
Word Processing	79,582	182,115	448,071

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The U.S. Market for Outsourcing Services

CUSTOMER SERVICE

Thousands of Dollars



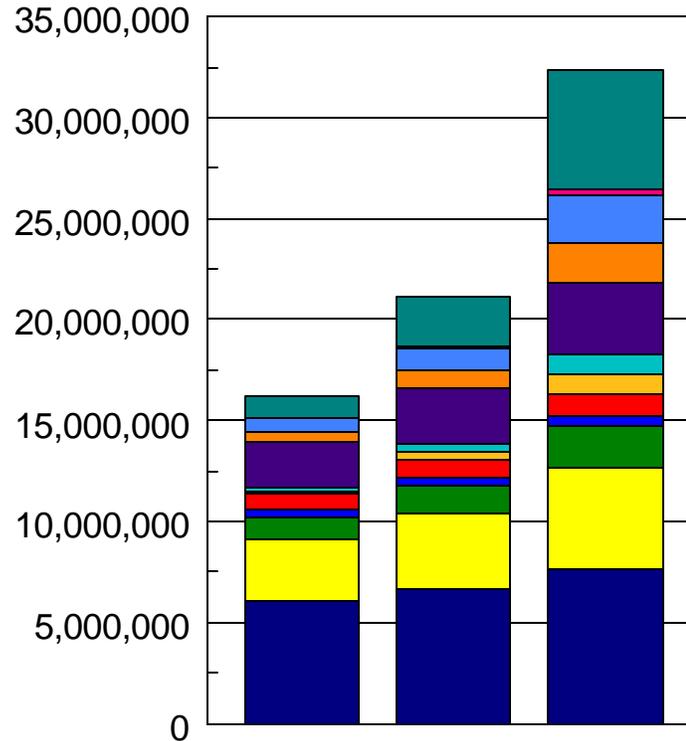
	1996	1998	2001
Consulting & Training	2,315,244	3,929,517	8,688,658
Customer Information Systems	169,904	614,537	1,511,991
Field Service	535,618	788,768	1,409,582
Field Service Dispatch	107,250	242,322	596,202
General	76,282	119,153	232,613
Other	3,899	14,982	36,860
Telephone Customer Support	166,801	1,103,713	2,715,548

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The U.S. Market for Outsourcing Services

DISTRIBUTION

Thousands of Dollars



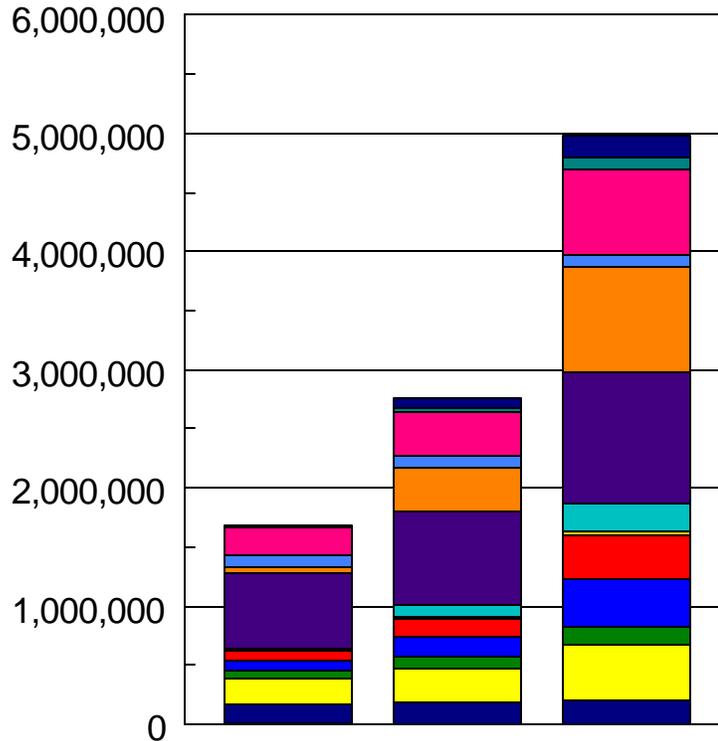
	1996	1998	2001
Consulting & training	6,039,345	6,622,478	7,604,427
Distribution Information Systems	3,031,977	3,733,549	5,101,710
Freight Audit	1,096,695	1,395,524	2,003,156
Freight Brokering	409,485	464,661	561,673
General	771,239	886,352	1,092,024
Import/Export	138,904	394,582	970,820
Leasing	159,670	377,445	928,655
Maintenance	2,344,951	2,787,050	3,611,281
Management	454,379	806,167	1,905,173
Operations	677,432	1,119,037	2,375,815
Other	9,842	139,711	343,742
Warehousing	1,087,171	2,389,458	5,878,962

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The U.S. Market for Outsourcing Services

FINANCE

Thousands of Dollars



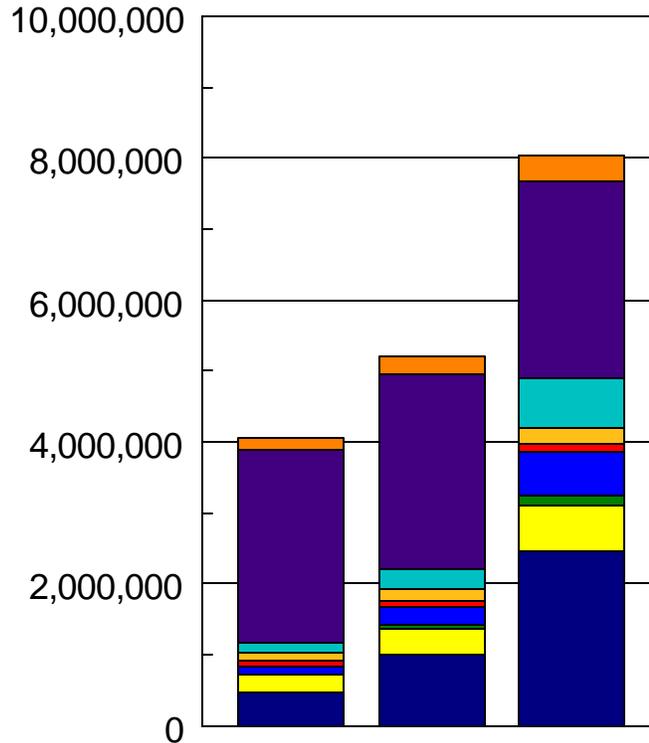
	1996	1998	2001
Consulting & Training	169,666	179,333	194,875
Financial Information Systems	214,235	297,064	485,054
Financial Reporting & Analysis	72,516	94,438	140,352
General Accounting	87,125	165,422	406,999
Internal Audit	75,279	148,493	365,348
Investment Accounting & Analysis	26,137	30,463	38,332
Other	569	95,656	235,349
Payroll Processing	641,198	799,744	1,114,010
Purchasing	52,070	362,573	892,065
Taxes	89,757	95,327	104,336
Transaction Processing	239,645	372,645	722,576
Treasury	22,894	41,424	100,819
Accounts Payable	0	78,343	192,753
Accounts Receivables	0	0	0

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The U.S. Market for Outsourcing Services

HUMAN RESOURCES

Thousands of Dollars



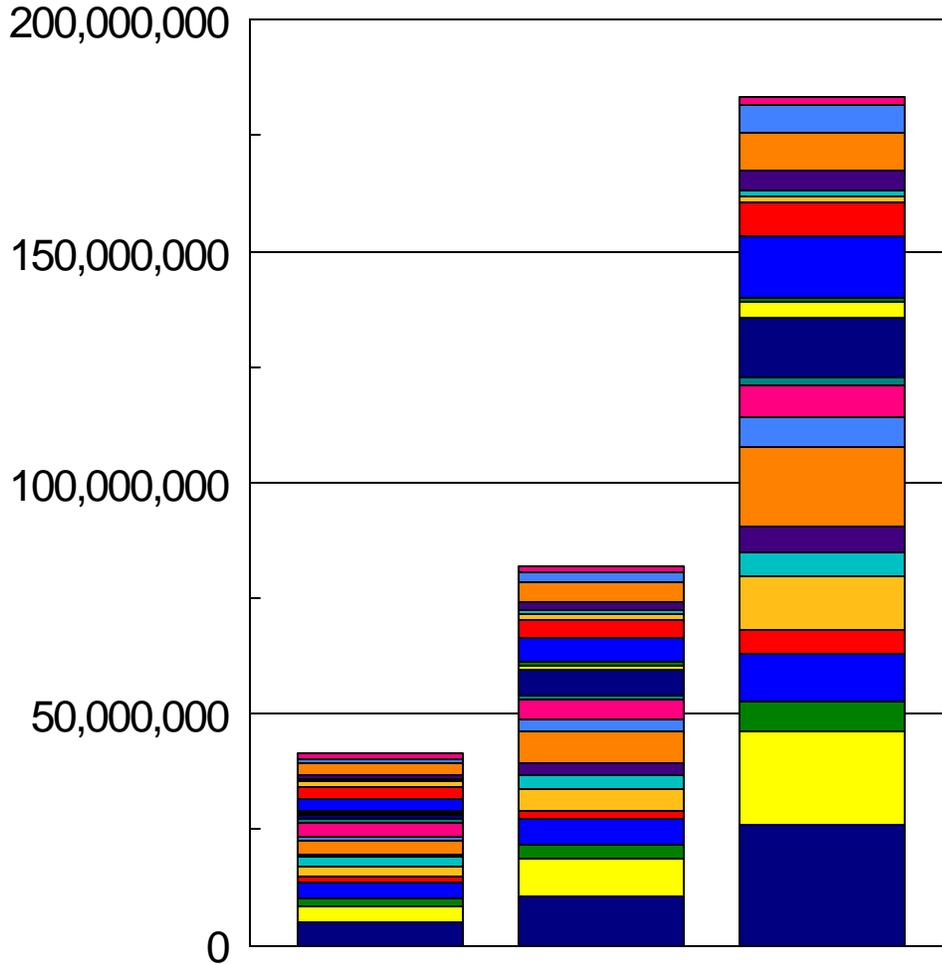
	1996	1998	2001
Benefits	451,662	992,711	2,442,441
Consulting & Training	252,499	368,961	651,724
General	8,258	60,766	149,507
HR Information Systems	109,654	254,907	627,166
Other	92,440	92,440	92,440
Placement & Outplacement	129,033	163,727	234,018
Recruiting /Staffing	119,327	282,586	695,268
Relocation	2,719,135	2,741,654	2,775,783
Workers Compensation	191,251	250,597	375,868

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The U.S. Market for Outsourcing Services

INFORMATION TECHNOLOGY

Thousands of Dollars



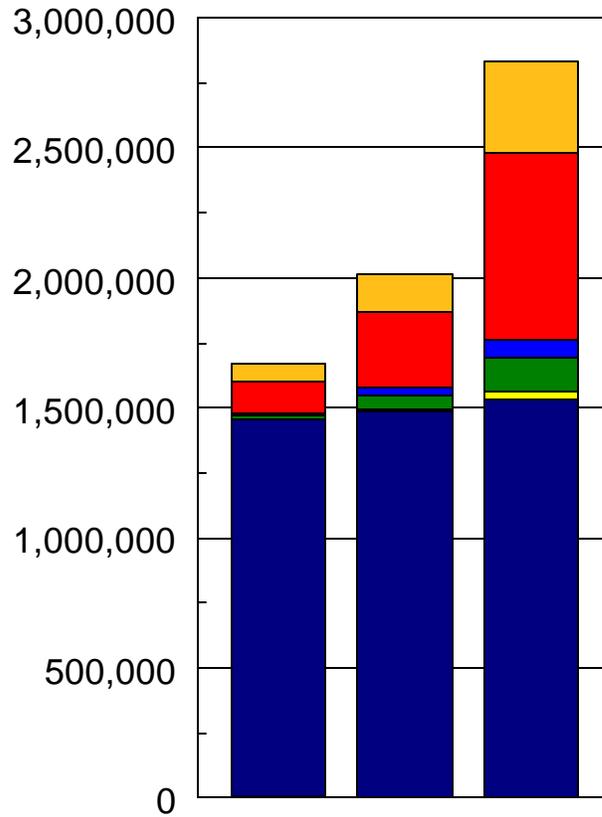
	1996	1998	2001
Applications Development	4,810,405	10,530,742	25,909,575
Applications Maintenance	3,560,808	8,260,459	20,323,828
Client/Server	1,883,236	3,085,754	6,472,113
Consulting & Reengineering	3,355,798	5,306,530	10,551,953
Data Entry & Conversion	1,234,091	2,151,465	4,952,389
Data Networks: Local Area	2,337,975	4,634,301	11,402,118
Data Networks: Wide Area	2,115,773	3,062,221	5,331,969
Database Mailing Lists	569,551	2,317,725	5,702,473
Desktop Systems	2,901,746	7,038,897	17,318,325
Distributed Systems	877,549	2,633,518	6,479,441
End-User Support Systems	3,101,371	4,230,524	6,739,922
Forms Processing	770,101	1,105,562	1,901,677
Full IT Outsourcing	1,053,725	5,231,033	12,870,302
General	445,523	1,250,769	3,077,360
Imaging & OCR Services	280,754	530,985	1,306,423
Mainframe Data Centers	2,451,525	5,319,268	13,087,394
Maintenance/Repair	2,692,501	4,005,531	7,268,026
Other	1,167,132	1,193,116	1,233,181
Remote Computing/Timesharing	720,196	985,675	1,578,185
Systems Integration	867,949	1,685,434	4,146,800
Training	2,549,622	4,059,891	8,157,785
Transitional	924,429	2,497,153	6,143,933
Voice Networks	999,744	1,274,239	1,833,557

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

MANAGEMENT

Thousands of Dollars



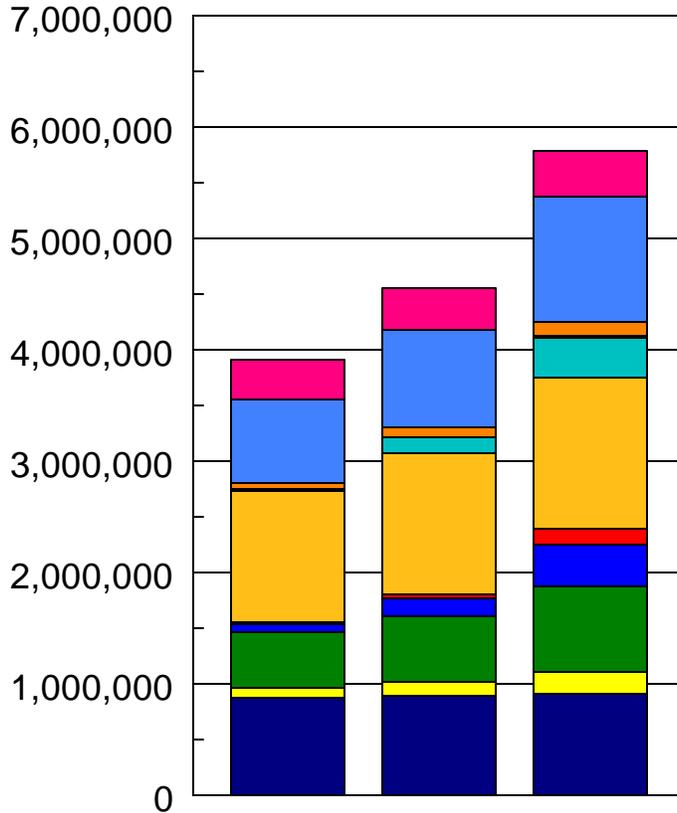
	1996	1998	2001
Consulting	1,457,273	1,486,861	1,532,373
Executive Management	72	11,576	28,482
Functional Management	16,390	53,672	132,053
General	3,767	26,857	66,079
Management Information Systems	126,488	292,862	720,550
Operations Management	67,232	143,501	353,066

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

MARKETING & SALES

Thousands of Dollars

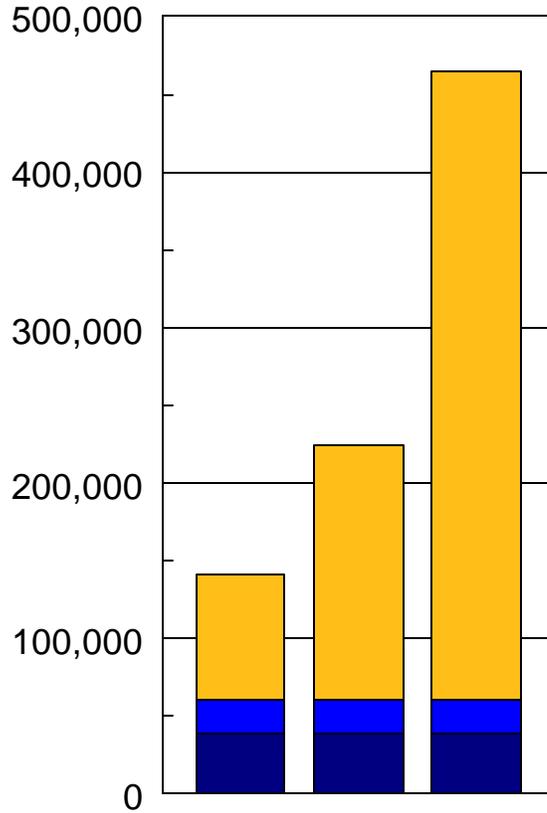


	1996	1998	2001
Advertising	874,504	887,722	907,924
Consulting & Training	100,419	135,425	212,091
Direct Mail	493,309	586,060	758,885
Field Sales	78,839	156,839	385,883
General	3,833	51,476	126,649
Inbound Telemarketing	1,189,708	1,255,799	1,361,885
Marketing & Sales Info Systems	18,561	147,938	363,983
Other	3,843	7,158	17,610
Research & Planning	56,591	76,233	119,188
Telemarketing	748,472	886,541	1,142,834
Telemarketing - Spanish	360,235	375,505	399,632

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

MEDIA
Thousands of Dollars



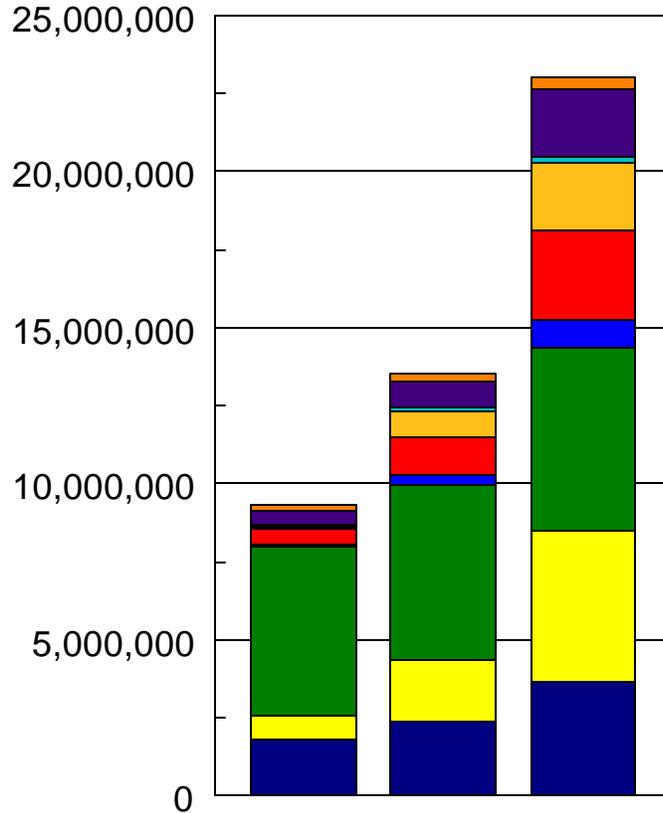
	1996	1998	2001
Business TV	39,370	39,370	39,370
Graphic Design	0	0	0
Internet Management & Support	0	0	0
Internet Service Provider	21,058	21,058	21,058
Intranet Management & Support	0	0	0
Consulting & Training	80,603	164,522	404,785
Marketing Communications	0	0	0
Web Design	0	0	0

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

FACILITIES MANAGEMENT

Thousands of Dollars



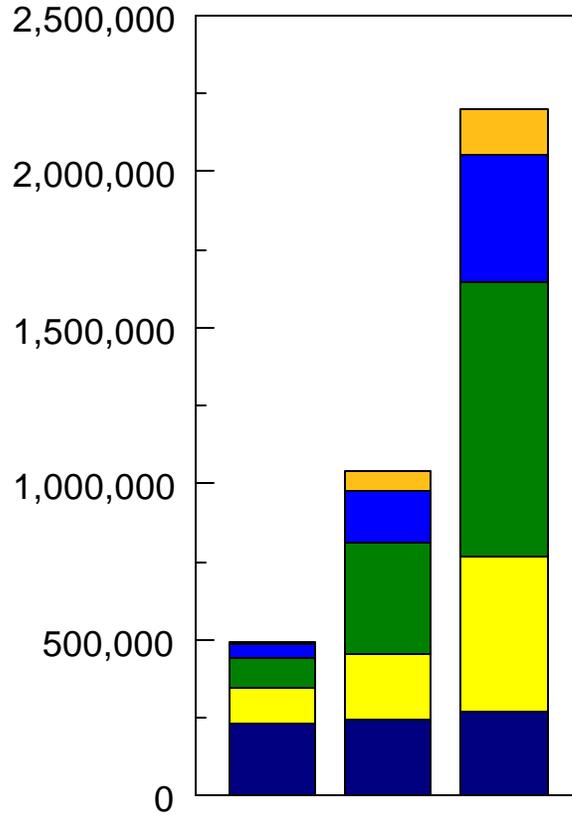
	1996	1998	2001
Facilities Maintenance	1,784,192	2,377,607	3,657,528
Facilities Management	770,390	1,960,327	4,823,140
Food & Cafeteria	5,413,155	5,601,707	5,896,919
General	64,660	353,474	869,678
Mail Handling	513,780	1,175,406	2,891,939
Other	117,856	872,977	2,147,851
Process Administration	43,470	84,284	207,370
Real Estate & Plant Info Sys	418,566	866,830	2,132,727
Consulting & Training	199,673	262,692	396,405

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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The U.S. Market for Outsourcing Services

TRANSPORTATION

Thousands of Dollars



	1996	1998	2001
Fleet Maintenance	230,871	246,158	271,008
Fleet Management	116,585	207,894	495,040
Fleet Operations	97,304	357,519	879,632
General	45,684	165,584	407,399
Other	4,113	4,113	4,113
Transportation Information System	0	57,696	141,953

Source: The Outsourcing Institute, Michael F. Corbett & Associates
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Expenditures by Industry & Company Size

Outsourcing by Industry

	Membership		1996 Expenditures		1998 Expenditures		
	Industry	%	Industry	%	Industry	%	Top Growth Areas
#1	Manufacturing	11%	Transportation	23%	Transportation	21%	IT, Administration Facilities Mgm't
#2	Computer/Data Services	7%	Telecommunications	14%	Telecommunications	13%	IT, Administration Facilities Mgm't
#3	Telecommunications	6%	Banking	12%	Computer/Data Services	10%	IT, Customer Service Administration
#4	Banking	5%	Computer/Data Services	9%	Banking	8%	IT, Facilities Mgm't Administration
#5	Insurance	5%	Manufacturing	8%	Manufacturing	7%	IT, Distribution Administration
#6	Transportation	4%	Utilities	6%	Aerospace	6%	IT, Distribution Facilities Mgm't
#7	Non-Bank Finance	4%	Insurance	4%	Utilities	4%	IT, Finance Human Resources
#8	Services	4%	Paper & Forest Products	4%	Paper & Forest Products	4%	IT, Facilities Mgm't Administration
#9	Health Care	4%	Food	4%	Insurance	4%	Distribution, IT Administration
#10	Aerospace/Utilities (Tied)	3%	Local	4%	Local	3%	IT, Facilities Mgm't Administration

Source: The Outsourcing Institute and Michael F. Corbett & Associates

Outsourcing by Company Size

	% of Companies	% of 1996 Expenditures	% of 1998 Expenditures	Top Areas for Outsourcing
Less Than \$50 million	22%	3%	3%	IT, Administration Facilities Mgm't
\$51 to \$250 million	14%	7%	6%	Distribution, IT Administration
\$251 to \$750 million	8%	2%	3%	IT, Distribution Administration
\$751 million to \$2.5 billion	18%	15%	14%	IT, Administration Human Resources
Greater than \$2.5 billion	38%	73%	74%	IT, Administration Distribution

Source: The Outsourcing Institute and Michael F. Corbett & Associates

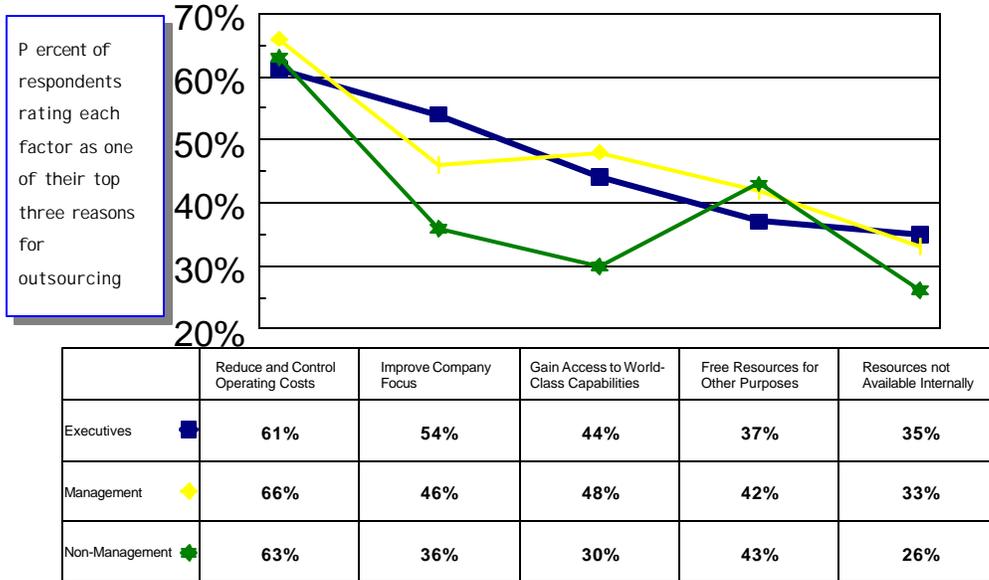
Profile Data: Reasons for Outsourcing

Reasons for Outsourcing by Company Size

<i>Company Size</i> <i>Ranking</i>	<u>Up to 50 million</u>	<u>51 million to 250 million</u>	<u>251 million to 750 million</u>	<u>751 million to 2.5 billion</u>	<u>Over 2.5 billion</u>
#1	Reduce and control operating costs				
#2	Improve company focus	Free resources for other purposes	Free resources for other purposes	Access to world-class capabilities	Access to world-class capabilities
#3	Resources not available internally	Improve company focus	Access to world-class capabilities	Improve company focus	Improve company focus
#4	Free resources for other purposes	Resources not available internally	Improve company focus	Free resources for other purposes	Free resources for other purposes
#5	Access to world-class capabilities	Access to world-class capabilities	Resources not available internally	Resources not available internally	Resources not available internally

Source: The Outsourcing Institute and Michael F. Corbett & Associates

Top Five Reasons for Outsourcing by Job Title



Source: The Outsourcing Institute Membership Database

Profile Data: Vendor Selection Factors

**Vendor Selection Criteria
by Company Size**

<i>Company Size</i>	<u>Up to 50 million</u>	<u>51 million to 250 million</u>	<u>251 million to 750 million</u>	<u>751 million to 2.5 billion</u>	<u>Over 2.5 billion</u>
<i>Ranking</i>					
#1	Commitment to Quality	Commitment to Quality	Commitment to Quality	Commitment to Quality	Commitment to Quality
#2	Price	Price	References & Reputation	Price	Price
#3	References & Reputation	References & Reputation	Price	Value Added Capabilities	Value Added Capabilities
#4	Scope of Resources	Scope of Resources	Scope of Resources	References & Reputation	Scope of Resources
#5	Value Added Capabilities	Value Added Capabilities	Value Added Capabilities	Scope of Resources	References & Reputation

Source: The Outsourcing Institute and Michael F. Corbett & Associates

Section 4: Executive Presentation

The following material can be used to present on the topic of outsourcing to decision makers and colleagues.

Outsourcing

Defining the new American Organization

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Michael F. Corbett
& Associates

Notes:

- Outsourcing represents the first serious rethinking of organizational structure in the past 60 years. Since the 1920s and 30s organizations have, by definition, seen themselves as large, vertically integrated organizations striving to own and manage all required factors of production. The global economy of the 1990s has forced organizations to challenge this notion. Many organizations now choose to focus on gaining competitive not through vertical integration but clarity of focus and increased investment in their unique core competencies -- in those areas which differentiate the organization in its markets and in the eyes of its customers.
- This transformation is taking place in companies of all sizes, in not-for-profits and in government at all levels. (Usually referred to in government as privatization.)
- Outsourcing is not an end result unto itself. It is nothing more and nothing less than a management tool. As tool for change. A tool for transforming the vertically integrated organization of the past into the networked organization of the future. Organizations face specific challenges in their markets and need to meet these challenges -- outsourcing is one tool for doing that.

▼ Outsourcing

Redefine - Reshape - Reenergize

- ✓ Size becomes Expertise
- ✓ Integrated becomes Networked
- ✓ How becomes What
- ✓ Doing Everything becomes Doing the Right Things
- ✓ Lowest Cost becomes Greatest Value
- ✓ Resources becomes Results

"Outsourcing is clearly regarded as a plus for those companies seeking to gain competitive advantage."

Chief Executive Magazine survey of
FORTUNE 500 CEOs

Michael F. Corbett
& Associates

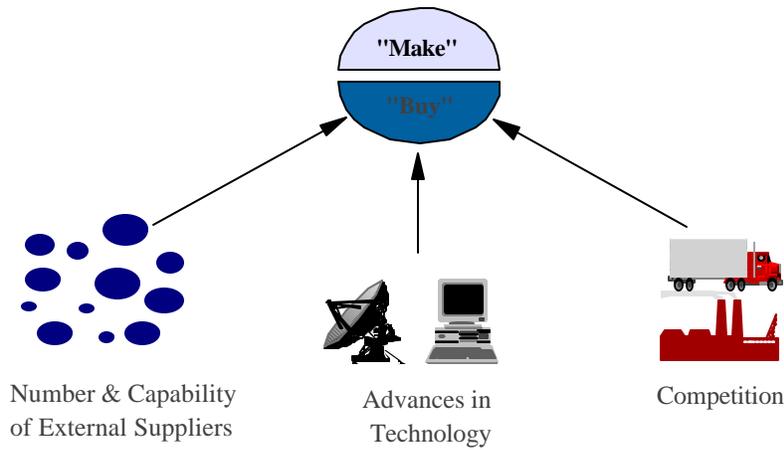
Notes:

- There are a number of changes in management perspective as to where an organization gains its competitive advantage which are driving the increased interest in outsourcing. They are:
 1. Where size has been viewed as the traditional competitive advantage. Many organizations now find that it is their expertise, their unique skills and knowledge sets that are the basis of their competitive advantage. In fact, many executives now view size, by itself, as competitive disadvantage -- it can result in an organization that requires constant retooling to simply keep pace with ever faster changing markets.
 2. As mentioned earlier, the integrated model of the organization is giving way to a networked view. To an approach where the organization's unique core competencies are networked with the specialized skills and resources of outside organizations to deliver the highest quality products and services to the ultimate customers.
 3. Many managers have found that they spend enormous amounts of time on the "hows" of the thousands of disciplines that make up today's complex organizations. They are striving to free valuable management time for focusing not on the "hows" but on the "whats" of their business.
 4. Doing everything within an organization has given way to a realization that doing the right things and doing them at best in world levels yields a strong competitive advantage.
 5. When organizations look outside they no longer look for low cost suppliers, but instead for long-term relationships with a few high quality suppliers.
 6. The traditional focus on resources is giving way to a focus on results -- with who owns and manages the resources becoming a secondary issue.

Taken together, all of these shifts in management thinking culminate in the view, as reported by Chief Executive Magazine, that outsourcing is regarded as a plus for companies seeking competitive advantage.

▼ Why Companies Outsource

"Buying" services is an increasingly viable option



Number & Capability
of External Suppliers

Advances in
Technology

Competition

Michael F. Corbett
& Associates

Notes:

- Outsourcing can be seen as the classic “make vs. buy” decision common to all organizations. External forces result in “buying” services becoming an increasingly viable option. (These factors were reviewed in detail in the first section of this report and should be referenced when presenting this chart.)

▼ Outsourcing

Top Five Tactical Reasons

- ✓ Reduce and Control Operating Costs
- ✓ Make Capital Funds Available
- ✓ Cash Infusion
- ✓ Resources not Available Internally
- ✓ Function Difficult to Manage or Out of Control

"Companies report, on average, a 9% reduction in costs through outsourcing."
The Outsourcing Institute
1994 Survey of 30 Firms

Michael F. Corbett
& Associates

Notes:

- Although the discussion to this point explains shifts in management thinking and in the environment of organizations that drive the increased use of outsourcing, outsourcing must, in the end, translate into specific tactical and strategic benefits for the organization. These are the tactical benefits and they were discussed in detail in section one of this report.

▼ Outsourcing

Top Five Strategic Reasons

- ✓ Improve Business Focus
- ✓ Access to World-Class Capabilities
- ✓ Accelerated Reengineering Benefits
- ✓ Shared Risks
- ✓ Free Resources for Other Purposes

"Expertise and excellence come from specialization."

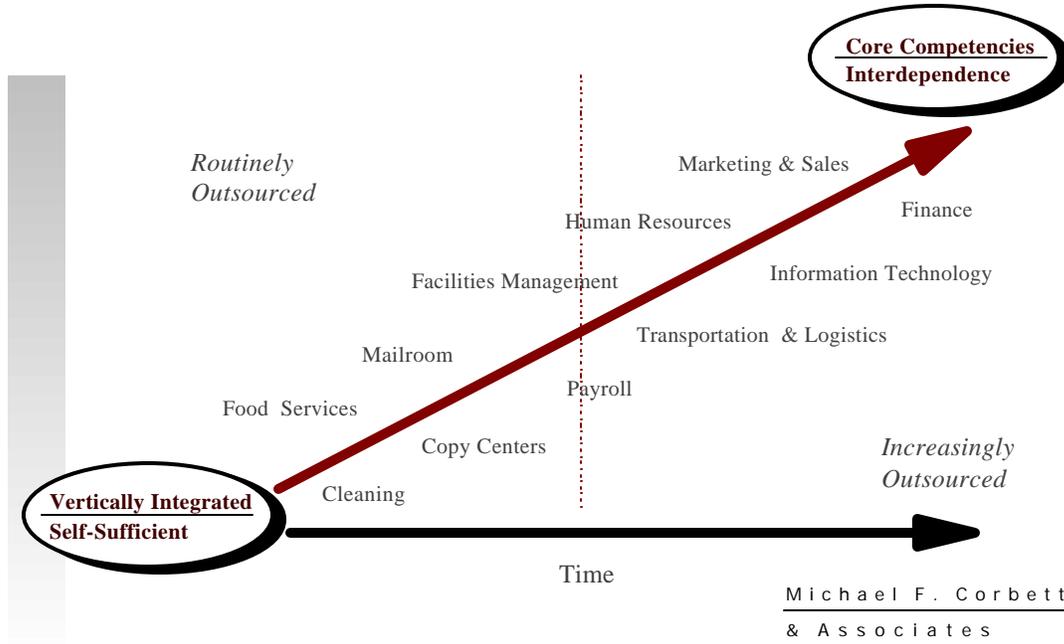
Professor Michael Beer
Harvard School of Business

Michael F. Corbett
& Associates

Notes:

- These are the top five strategic reasons for outsourcing and were reviewed in detail in section one of the report.

▼ The Outsourcing Continuum



Notes:

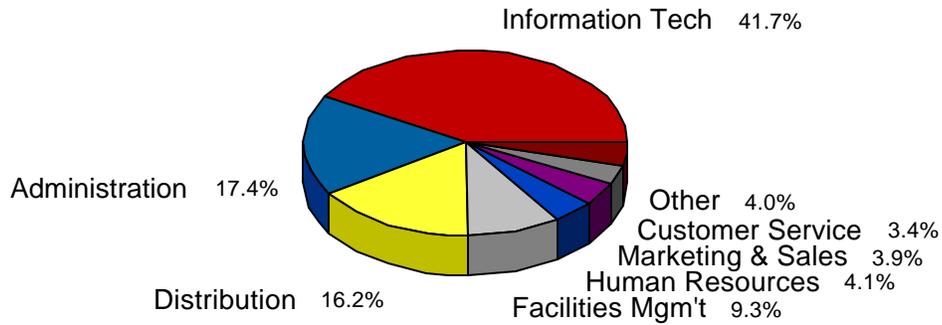
- The result is that organizations are migrating from the traditional vertically integrated, self-sufficient model of the past toward an organizational model based on core competencies and interdependence. Activities on the left of this chart are now routinely outsourced. Activities on the right are increasing outsourced. (It is often helpful to relate this chart to the specific experiences of the group being presented to.)

▼ The Outsourcing Marketplace

The U.S. Market for Outsourcing

1996

\$100 Billion



Source: The Outsourcing Institute and Michael F. Corbett & Associates

Michael F. Corbett
& Associates

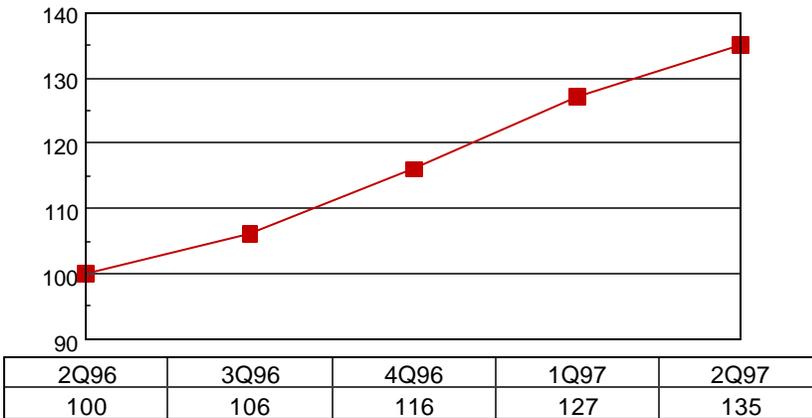
Notes:

- Analysis by Michael F. Corbett & Associates of data collected by The Outsourcing Institute, results in an estimate of \$100 billion spent by U.S. organizations on outsourced services in 1996. This figure will more than triple to \$318 billion by 2001.
- Expenditures differ from percent of organizations outsourcing certain activities since areas with high budget and assets represent a larger dollar expenditures -- IT for example. (additional data from section three can be used to expand upon each of these areas.)

▼ The Outsourcing Marketplace

The Outsourcing Index

Index of Future Outsourcing Activity. Second Quarter 1996 = 100



Source: Dun & Bradstreet and The Outsourcing Institute

Michael F. Corbett
& Associates

Notes:

- The Outsourcing Index was developed by The Outsourcing Institute and Dun & Bradstreet through an ongoing series of interviews with executives from the 8,000 U.S. organizations with greater than \$80 million in revenues. It finds that spending on outsourcing is expected to grow by 35% (from an index value of 100 to an index value of 135) from the second quarter of 1996 to the second quarter of 1997. Further demonstrating the explosive growth in outsourcing by U.S. organizations.

The Outsourcing Process

- 
- Strategic Analysis
 - Selecting Best Candidates
 - Defining Requirements
 - Selecting Vendors
 - Transitioning the Operation
 - Managing the Relationship

Michael F. Corbett
& Associates

Notes:

- Outsourcing is best seen as a *process* not as an *event*. It begins with a clear understanding of the organization's strategy, ends with the ongoing management of the outside relationship which includes the constant reevaluation of the strategy, relationships and results.
- The following charts highlight some lessons learned at each step of the process.

▼ Strategic Analysis

- ✓ Tool for Organizational Change
- ✓ Focus on Core Competencies
- ✓ Clarify Organizational Goals
- ✓ Leadership Comes from the Top
- ✓ In it for the Long Haul

"Most companies can substantially leverage their resources through strategic outsourcing."
James Brian Quinn
Buchanan Professor of Management
Dartmouth College

Michael F. Corbett
& Associates

Notes:

- Outsourcing should be viewed as tool for organizational change. As a way to change the organization so it can better meet its current and future challenges. Outsourcing is not an isolated event, nor an end-result unto itself.
- This strategic analysis must begin with an understanding and communication of the organization's core competencies. (discussed in more detail in the next two charts.)
- The tactical and strategic benefits must be understood and management must clarify what it is trying to accomplish through outsourcing. These goals will then drive the entire decision process going forward.
- Because outsourcing represents a fundamental change to the organization it must be driven by the organization's most senior managers. Their direct, personal support and involvement is critical to success.
- Finally, the entire organization must understand that outsourcing represents a fundamental, long-term change.

▼ Corbett's "Three Question Test"

- ✓ If starting today, would you do it yourself?
- ✓ Would other companies hire you to do it for them?
- ✓ Will tomorrow's CEO come from here?

If a core competency ...
the answer will be yes to all three

Michael F. Corbett
& Associates

Notes:

- One way to identify an organization's core competencies is to ask these three simple questions. If the answer is yes to all three, then the function, activity or business process being examined is, most likely, a core competency. If the answer is no, then it is probably not.

▼ Core Competencies

- ✓ Skill or knowledge sets, not products or functions
- ✓ Flexible, long-term platforms
- ✓ Limited in number
- ✓ Unique sources of leverage in the value chain
- ✓ Areas where the company can dominate
- ✓ Elements important to customers in the long run
- ✓ Embedded in the organization's systems

"Strategic Outsourcing,"
Summer 1994 Sloan Management Review
James Brian Quinn & Frederick G. Hilmer

Michael F. Corbett
& Associates

Notes:

- These characteristics (discussed in greater detail in section one of the report) also represent a powerful technique for identifying an organization's core competencies.

▼ Identifying "Best Candidates"

- ✓ Return on Investment
- ✓ Right Scope
- ✓ Suppliers are Key
- ✓ Integrated versus Selective

"Outsourcing is not black magic -- it is the systematic application of a new model of the corporation."
FORTUNE Magazine
December 12, 1994

Michael F. Corbett
& Associates

Notes:

- Once an organization's core competencies are understood, everything else is, in effect, "outsourcable." Attention, therefore, shifts to identifying the best candidate areas for outsourcing.
- The first criteria should be "return on investment." That is, what areas would provide the greatest return against the goals established during the strategic step?
- Next, scope must be decided. What functions, activities, processes and resources will be included?
- Suppliers are key. Outsourcing works best when there is an active, competitive market of suppliers vying for the customer's business. For any area to be a viable candidate for outsourcing, there must be suppliers able to assume those activities and deliver them at world-class standards.
- Finally, management must decide whether to outsource an entire function to a single integrated supplier or to selectively outsource to multiple suppliers. The integrated approach has advantages, such as: ability to establish results oriented metrics with the provider; can represent a more attractive opportunity to the provider -- resulting in more favorable pricing; less internal resources required to manage a single relationship. The selective approach can offer the advantages of picking the "best-in-breed" for each specific activity and less dependency on a single provider. There is, however, no right or wrong and many examples of both can be found.

▼ Defining Requirements

- ✓ Define Requirements in Clear, Complete, and Measurable Terms
- ✓ Describe not Just Results but Desired Relationship
- ✓ Share Current Problems and Costs

"We learned quickly that the sellers of outsourcing services possessed knowledge, experience, and methodologies that customers -- regardless of their size or sophistication -- simply did not possess."

Robert Zahler, partner
Shaw, Pittman, Potts & Trowbridge

Michael F. Corbett
& Associates

Notes:

- Most organizations use a request for proposals or similar document to define their requirements before presenting them to potential providers. It is critical for whatever document is used to define these requirements in clear, complete and measurable terms. The customer should focus on defining the desired results while leaving as much of the methodology as possible to the providers to define.
- But in addition to results, the customer should also define the type of relationship they are looking for. How those results will be measured, the terms of the relationship, how continuous improvement will be benchmarked and rewarded.
- Finally, since the customer is striving for a long-term, mutually beneficial relationship with the provider, it is increasingly common for the customer to openly share their current costs and any problems they are seeking to solve. This results in much higher quality responses from providers.

▼ Selecting Partner(s)

- ✓ Look for Cultural Fit
- ✓ Select Partner Based on Total Capabilities
- ✓ Build Upon Relationships, References, and Reputation
- ✓ Negotiate Reasonable Price and Performance Measures

"Failure to select suppliers based on relationships, references, and reputation is a clear warning sign of an outsourcing project that will prove unsuccessful."

The Outsourcing Institute
1994 Survey of 30 firms

Michael F. Corbett
& Associates

Notes:

- As experience with outsourcing has grown, companies have found it to be more advantageous to pick a few (3-5) well-chosen potential providers and to focus their decision making process on them. This is in contrast to the notion of sending the request for proposals to tens or even hundreds of possible providers. In picking these companies, some lessons learned are:
 1. To consider the culture of the organization. Its value system, how it makes decisions, and how it resolves issues.
 2. To look at the complete company -- its total capabilities, financial strength, management systems -- not just its ability to satisfy the current requirements.
 3. Where possible, build upon successful relationships. Meet with reference clients to establish the providers proven capabilities and reputation.
 4. In negotiating with the final candidate(s), remember that this must be a relationship that is beneficial for both organizations if it is to be successful over the long run. Negotiate tough but reasonable prices and measures of performance.

▼ Transitioning Operations

- ✓ Treat Human Resources as a Line Function
- ✓ Communicate Early and Often
- ✓ Allow Time for Relationship to Mature
- ✓ Promote Successes

"Human resource planning must begin as early as the request for proposals."
Grover Wray, director of human resources
Arthur Andersen & Co, SC

Michael F. Corbett
& Associates

Notes:

- Many aspects of the transition are unique to the function involved and similar to those related to any major change to an organization's processes. Some considerations unique to outsourcing are:
 1. Outsourcing impacts people and their careers. Not just those who are part of the change but also their colleagues and customers. Have the human resources department involved from the very beginning as a key member of the management team.
 2. Communications must begin early and continue throughout the decision and implementation process.
 3. As with any large organizational change, problems can be expected. It takes, on average, three months for the new ways of doing business to work their way through all the groups involved.
 4. As with any change, it is critical to promote successes, to explain the benefits being realized by the organization and its customers. Problems are communicated automatically, management must be proactive in communicating what is working and how problems are being resolved.

▼ Managing the Relationship

- ✓ Monitor and Evaluate Performance
- ✓ Create Structure for Issue Identification, Escalation, and Resolution
- ✓ Create Management Structure to Fit New Organizational Realities
- ✓ Maintain Win-Win Focus

"The truth is that you still need to invest in the management of the relationship from the first to the last day of the contract."

Wendell Jones, senior vice president
NASD/NASDAQ

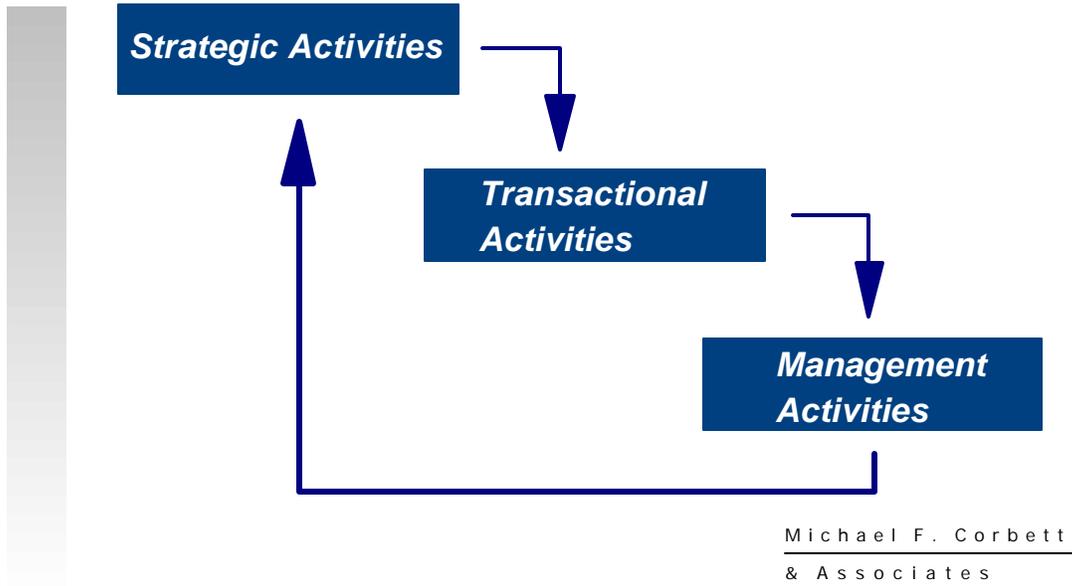
Michael F. Corbett
& Associates

Notes:

- Increasingly, organizations are recognizing that the real work only begins when the outsourcing contract is signed. To realize the anticipated benefits, the relationship must be monitored and improved continuously. Some lessons learned in this area are:
 1. Make sure systems are put in place and used to collect and evaluate performance against the agreed to standards.
 2. Ensure that a management structure is in place to identify, resolve or escalate problems as they occur. Consider a multi-level team management structure -- day-to-day, tactical, strategic -- with individuals from both companies meeting at regular intervals with specific agendas.
 3. Train the managers overseeing the relationship in their responsibilities as well as in the latest techniques in relationship management .
 4. Maintain a win-win focus throughout the contract life.

▼ Outsourcing

Defining the new American Organization



Notes:

- In summary, outsourcing must be approached with strategically and systematically. It is an ongoing process.
- All phases must be considered -- strategic, transactional and management.
- Outsourcing is nothing more and nothing less than a management tool. It is the ability of the management team to use the tool which will determine the benefits achieved.

Bibliography

Outsourcing as a Strategic Tool

Michael F. Corbett Canadian Business Review 96/07/00 p14

ABSTRACT: Increasingly, corporations are focusing on the strategic reasons for outsourcing. Since the 1920s and 1930s, the model that has shaped our thinking about organizations has been that of a large, integrated structure that looks to own, manage and directly control most of all its assets and resources. Today, we're beginning to reconsider that model and to search for structures and approaches that will ensure success into the next century. As part of that process, organizations are increasingly turning to outsourcing as a way of aggressively reshaping themselves and fundamentally changing the way they do business.

Lucent Technologies and ISSC Finalize Outsourcing Agreement

Tom Curran IBMMAIL 96/08/29

ABSTRACT: Lucent Technologies and Integrated Systems Solutions Corporation (ISSC), a wholly owned subsidiary of IBM, today announced the signing of a multi-year, multi-billion dollar outsourcing agreement. The Agreement finalized terms of a letter of intent previously announced by both companies on March 21st. Under the contract, ISSC will manage the majority of Lucent's day-to-day information technology (IT) operations, including mainframe data centers and much of Lucent's applications maintenance nationwide.

Rockwell Extends Data Processing Support Agreement with SMS

News release 96/07/22

ABSTRACT: Software Maintenance Specialists (SMS), a leading supplier of computer outsourcing support services, has extended its data processing services agreement with Rockwell's Space Systems Division (SSD) for the management of the division's multi-platform computer operations.

Midsize firms boost SAP R/3 outsourcers

Julia King Computerworld 96/07/22 p15

ABSTRACT: As a growing number of midsize companies implement SAP AG's R/3 client/server software, analysts predict a booming business for third-party vendors that offer SAP outsourcing services. "Companies want to outsource SAP for the same reason they want to outsource everything else -- it's not their core competency," said Rita Terdiman, an analyst at Gartner Group, Inc. in Stamford, CT.

Monitors to Be Constructed by Singapore Technologies

Brief Wall Street Journal 96/07/10 pB4

ABSTRACT: Apple Computer Inc., in a move to delegate its manufacturing to others and potentially cut costs, said a unit of Singapore Technologies Group will build computer monitors for Apple.

Privatized post office would kill service, unions charge

Mark Johnson Poughkeepsie Journal 96/07/10 P3A

ABSTRACT: The Postal Service plans to contract out work such as bar coding, translating zip codes into computer language and printing it on letters, a move union officials see as a step toward privatization.

10-9-8 . . . Privatized Space Program is Near

Jeff Cole Wall Street Journal 96/07/02 pB1

ABSTRACT: After 35 years, the US government wants someone else to send people into orbit, but this flight toward privatization of the space program is shaping up to be a rocky ride. Today, Vice President Al Gore is expected to award one of three big U.S. aerospace companies - front-runner Lockheed Martin Corp., Rockwell International Corp., or McDonnell Douglas Corp. - a contract valued at nearly \$1 billion to produce a prototype next-generation space shuttle. That prototype could, in turn, lead to an all-private fleet of efficient reusables that would begin flying in just seven years.

UAW Resists GM Plans for Outsourcing, Early Retirements at Locomotive Unit

Rebecca Blumenstein Wall Street Journal 96/07/29 pB9B

ABSTRACT: The United Auto Workers union is fighting efforts by General Motors Corp. to further downsize and restructure its Electro-Motive division, GM's locomotive-manufacturing operation.

Bell Atlantic Chooses Lucent as Supplier for its Network Gear

The Wall Street Journal 96/07/17 pB4

Bell Atlantic Corp. said it selected Lucent Technologies, Inc. as a supplier of gear for its new full-service network in a deal that could be worth “several hundred million” to Lucent over the next 6-1/2 years.

Jumbo Texas Fund May Turn to Outsourcing

Money Management Letter p1

ABSTRACT: The Texas comptroller’s office is in the market to hire a consultant to help it absorb the \$16 billion Texas State Treasury and may outsource some of the fund’s assets once the consultant is on board, said officials at the comptroller and treasury offices. Officials were hesitant to hang a number on the potential outsourcing, but based on past plans as much as \$1 billion could go out to managers.

CSC to process claims

Brief Computerworld 96/09/09 p75

ABSTRACT: Computer Sciences Corp. (CSC) won an outsourcing contract to process managed Medicaid claims for Gateway Health Plan in Pittsburgh. Under terms of the agreement, CSC will provide information services, data warehousing, decision-support systems and other services to Gateway from its Albany, N.Y., data center. Terms and the length of the agreement weren’t disclosed.

Web pressures prompt outsourcing

Alan Earls Computerworld 96/09/16 p122

ABSTRACT: While the Internet has excited end-users, it has brought complexity to information systems. As a result, many organizations are deciding to outsource World Wide Web implementation from the get-go. Others make the decision when it becomes clear that the Web is the straw that may break the IS camel’s back in terms of time and expense.

Textron calls on AT&T in network outsourcing deal

Kim Gerard Computerworld 96/09/16 p12

ABSTRACT: Textron, Inc. expects to save \$125 million over the next decade by handing over management of its global network to AT&T Solutions. And Textron's savings are AT&T's gain. AT&T expects to reap \$1.1 billion in revenue from its biggest network outsourcing deal to date.

VW's Factory of the Future

Bill Javetski Business Week 96/10/07 p52

ABSTRACT: Jose Lopez' radical scheme, in which suppliers will do much of the assembly, is taking shape in Brazil.

CIOs in U.K. see outsourcing as a must

Ron Condon Computerworld 96/09/30 p69

ABSTRACT: Most aspects of information systems could be outsourced, so an IS department's survival may depend on its ability to work with the rest of the company - matching the technology to general business ends, according to a poll of the U.K.'s top IS directors.

Unions are good for the U.S. - and Clinton should say so

Robert Kuttner Business Week 96/10/07 p23

ABSTRACT: Many sectors of the service economy cry out for unions, but labor needs support from the President to make headway in organizing.

Chase rethinks outsourcing deal

Thomas Hoffman Computerworld 96/09/23 p1

ABSTRACT: Frustrated by excess paperwork and bureaucracy, The Chase Manhattan Bank Corp. is moving to renegotiate its 1994 network outsourcing contract with AT&T Solutions and gain more control over its networks, *Computerworld* has learned. According to sources close to the bank, Chase executives are pushing to restructure the AT&T deal and “repurchase” the 140 or so Chase employees who were transferred to AT&T.

Sweet Deal

Bill Vlasic Business Week 96/09/30 p32

ABSTRACT: After winding up round-the-clock talks with the United Auto Workers on September 16, Ford Chairman Alexander J. Trotman had agreed to a new labor contract that not only looked good for Ford Motor Co. but also seemed as if it could hurt rival General Motors Corp.

Outsourcing: Fleet Managers Look Outside For Help

Automotive Fleet 96/02/00

ABSTRACT: Fleet managers are increasingly outsourcing safety, accident management, and cellular to improve the efficiency of their fleet operations. Among the interviewed fleet managers, success is widespread.

Stream joins flow of on-line services

April Jacobs Computerworld 96/09/02 p60

ABSTRACT: Stream International, Inc. is leveraging its established technical support staff of 3,500 specialists to launch a pay-per-use on-line and telephone help desk service. Stream is a \$1.6 billion software reseller and technical support outsourcer in Westwood, Mass.

Outsource This, Eh?

William C. Symonds Business Week 96/09/23 p38

ABSTRACT: Canada's auto workers, furious with GM, are set to walk out. GM in April suddenly said it would sell the Windsor, Ont. plant, reasoning that it could obtain the seats and door panels for Cadillacs and some Chevrolets made there more cheaply from outside suppliers. The move now has become a rallying cry for the Canadian Auto Workers, as the union gears up for a fight with GM.

GM's Parts Purchases Fuel Labor Strife

Blumenstein & Stern Wall Street Journal 96/10/11 pA2

ABSTRACT: General Motors Corp.'s latest efforts to overhaul the way it buys parts that go into its vehicles are at the root of tensions over outsourcing between the No. 1 auto maker and its U.S. and Canadian unions this fall. GM is moving more aggressively than ever to slash the costs of parts and obtain the best technology available. It is doing this largely by pitting its in-house autoparts unit, Delphi Automotive Systems, against an expanding lineup of outside, often nonunion suppliers.

Facilities management and outsourcing in the NHS

Stephen Pearson Brit. Journal of Health Care Mgmt. 96/Vol.2

ABSTRACT: Outsourcing non-clinical services leaves trusts to concentrate on core areas, but it should be approached with care. Stephen Pearson identifies the key stages in the outsourcing process.

Firms find outsourcing is in

Anne Stein Crain's Chicago Business 95/11/13 p1

ABSTRACT: William Mulroy would love a large staff at his fingertips. As director of corporate real estate for New York-based Alexander & Alexander Services Inc., the 98-year-old insurance, human resources and risk management consulting firm, he oversees 120 offices in the U.S. But corporate downsizing reduced his staff from 15 to three. Today, a complete, in-house organization isn't possible for Alexander & Alexander (A&A) or countless other corporations. Outsourcing is the solution for many hard-pressed firms.

Reckoning it'll help

Kate Lowe Property Week 95/11/09 p34

ABSTRACT: Facilities Management specialists have welcomed the BIFM's attempt to create an industry standard for performance measurement, but not everyone is convinced the institute has got it right. The facilities manager is attempting to head off the threat of outsourcing, while satisfying board-level demand for ever more organizational efficiency.

Market testing of clinical services

John Appleby Brit. Journal of Health Care Mgmt. 95/Vol. 1

ABSTRACT: Health ministers believe that the NHS has made a good start in introducing market testing, but that no area is sacrosanct. Although the NHS has considerable experience of contracting out support services, market testing of clinical services raises difficult management and economic issues. John Appleby, who carried out a national survey for the National Association of Health Authorities and Trusts, to examine these issues reports on his findings.

Contracting out facilities - does it improve your business?

Facilities Mgmt. Journal 96 p30

ABSTRACT: Does outsourcing your company's facilities contracts really improve your business? Motorola at Bathgate uses an outside contractor to handle the management of most of their facilities on the theory that by doing so the company benefits from lower costs and better allocation of resources to "core" business. But how does this work in practice?

Who'll get the crumbs?

Kate Lowe Property Week 96/05/02

ABSTRACT: The facilities management market is regarded as quite mature with little room for new entrants, but surveying firms which have already made a move on the market are convinced it holds something for them.

Private firms could run towns

Property Week 96/03/28 p10

ABSTRACT: The private sector could manage entire towns and cities with external providers contracted to control all their facilities and infrastructure, delegates at this week's FM Expo were told.

Temps win court ruling

Brief ComputerWorld 96/10/14 p2

ABSTRACT: The 9th Circuit U.S. Court of Appeals last week ruled that several hundred temporary workers hired by Microsoft Corp. between 1987 and 1990 are eligible for 401(k) and stock purchase benefits, even though they had signed agreements waiving them. Microsoft has until Oct. 24 to appeal the ruling. If the ruling stands, Microsoft -- and virtually any company that employs temporary contractors to supplement full-time personnel -- could end up paying millions of dollars in back benefits to freelance workers.

Outsourcing deal

Brief ComputerWorld 96/10/07 p82

ABSTRACT: Computer Sciences Corp. (CSC) has won an outsourcing contract to process managed Medicaid claims for Gateway Health Plan in Pittsburgh. Under terms of the agreement, CSC will provide information services, data warehousing and decision-support systems and other services to Gateway from its Albany, NY, data center. Terms and the length of the agreement were not disclosed.

Four Elements of Successful Sourcing Strategies

Peter Grittner Management Review 96/10/00 p41

ABSTRACT: It's not enough merely to partner with a supplier in the hopes of getting the best possible price. Today, commitment and coordination with a cost-analysis mind-set are needed to maximize the supplier-customer relationship.

Outsourcing shelved

Brief Computerworld 96/10/21 p2

ABSTRACT: In the wake of its purchase of U.S. Healthcare Corp., Aetna Life and Casualty Co. has shelved plans for what could've been the largest outsourcing contract of its kind. Officials at the company said the restructuring prompted Aetna to postpone any outsourcing plans until late 1998 at the earliest.

Best practices? Or placebos?

Strassmann Computerworld 96/10/14 p97

ABSTRACT: Some of the most prominent U.S. consultants and advisory services now present their clients with comprehensive checklists of what are, in their opinion, the attributes of excellence for managing information systems. Advisory services offer tips and high-priced periodic reports on whatever topic seems to befuddle information executives. Large consulting firms collect their best practices in an unending stack of loose-leaf binders. Those become handy sources of repeatable advice for their less experienced consultants.

Revenge of the IS worker

Julia King Computerworld 96/10/07 p1

ABSTRACT: IS professionals with the hottest skills -- such as client/server, Internet and intranet application development -- move from project to project, migrating across many companies and crisscrossing several industries.

So Much for Hardball

William Symonds Business Week 96/11/04 p48

ABSTRACT: Terms of the deal, GM reached to end a three-week strike by 26,000 Canadian Auto Workers: 1. Future Outsourcing - GM agreed to replace jobs outsourced in the future with new ones elsewhere in the company -- the same provision to which Chrysler had previously agreed. 2. Already Announced Outsourcing - the CAW will allow GM to sell two Canadian plants, a demand the union had conceded before the strike began. GM backed down on 774 other jobs that it previously had said it would outsource.

IT to boost resort sales

Thomas Hoffman Computerworld 96/10/28 p69

ABSTRACT: Premiere Resorts International is installing a centralized property management system from Springer-Miller Systems, Inc. in Stowe, Vt. to help automate reservations processing and put Premiere's guest information to more effective use. Other resorts usually rely on third-party vendors and clearinghouses to crunch guest history data for them.

Outsourcing, Windows NT top IT to-do list

April Jacobs Computerworld 96/10/28

ABSTRACT: Preliminary results from a new study confirm that the "mind share," or buying intentions, for Microsoft Corp.'s Windows NT is expanding among corporate information technology managers. The IT executives are also calling upon outsourcers to provide broader skills in managing desktops and complex networks.

Union, GM at brink

Poughkeepsie Journal 96/10/22 p4B

ABSTRACT: On the brink of a deal to end a costly strike, the Canadian Auto Workers and General Motors ignored a deadline and worked late into the night Monday in quest of an accord. CAW President Buzz Hargrove said GM agreed to follow the example Chrysler Canada set last month, promising to help protect union jobs by accepting limits on outsourcing - - farming out work on auto parts to less costly independent suppliers.

Model - Docklands

Andrea Carpenter Property Week 96/04/04 p35

ABSTRACT: Mike Hardaway's firm Charter Services has shown Plymouth College how to adapt to a tighter funding regime, overcoming initial doubts about the value of outsourcing facilities management.

Opportunity knocks

Rosemary Cafasso Computerworld 96/10/28 p121

ABSTRACT: Because data warehousing efforts can be problematic, IS will continue to need tools to help get the job done. Warehousing can be complex, time-consuming and expensive. Typically, companies have stored data -- often obsolete, redundant or flat-out wrong -- in production systems for years. Getting that data out of those systems, cleaning it up and storing it in new databases is no easy task. But that means the warehousing market will continue to grow and sustain a slew of suppliers, and that's good news for investors.

You'll never guess who really makes...

Shawn Tully Fortune 94/10/03 p124

As companies everywhere focus on their core competencies--the things they do better than anyone else--many big names are finding that manufacturing isn't included in that set, while many less famous outfits realize that manufacturing is just what they do best. Result: The definition of an industrial company becomes blurred. Companies whose names are instantly familiar increasingly concentrate on product design and marketing, leaving the manufacturing to a growing cadre of little-known specialists who work for many customers in the same industry.

Is it time to develop a Chief Resources Officer Position?

Fleet Financials 96/08/00 p21

ABSTRACT: A new breed of executive is here to help your fleet: the chief or corporate resource officer (CRO). The CRO is a strategic position, charged with managing the complex series of relationships your company has with its outside resources.

Alltel Partners with Independence Savings for Remote Processing Solution

News release 96/10/10

ABSTRACT: ALLTEL Information Services announced a five-year contract to provide remote processing services for Independence Savings Bank. A community bank based in Brooklyn, NY, Independence Savings has assets of approximately \$4 billion and services customers through 32 branch locations in New York.

KPMG Peat Marwick

Business Wire 96/10/21

ABSTRACT: In a widespread drive to build competitive strength by focusing their operations on the ultimate consumer, companies across a spectrum of industries are using third-party providers to manage and perform their essential, but most often non-core, business processes. KPMG Peat Marwick LLP reports in a survey of chief executives that 94 percent of respondents outsource, and many predict a marked increase in their companies' use of outside vendors.

DOD Can Save Billions by Outsourcing Work

Defense Daily 96/10/08

ABSTRACT: The Pentagon can save up to \$12 billion per year by '02 if it contracts out all of its support functions to private vendors-- a practice called outsourcing-- except those that deal directly with warfighting or are not readily available commercially, according to a Defense Science Board (DSB) report.

(Un)tangling the Intricacies of Distributed Computing

Computerworld 96/08/12 Advertising Supplement

ABSTRACT: If third-party outsourcing companies are to provide corporate customers with a strategic edge in today's era of technology convergence, they need more than just voice or data networking capabilities. They need to have a sound network infrastructure coupled with proven expertise in implementing and managing distributed computing environments.

Sunbeam IS in turmoil

Hoffman Computerworld 96/11/18 p2

ABSTRACT: Sunbeam Corp.'s information systems group is being sliced and diced as part of new CEO Albert Dunlap's reorganization plan, Computerworld has learned. Dunlap, who is known in the business world as "Chainsaw Al," is close to outsourcing Sunbeam's worldwide network operations to Computer Sciences Corp. (CSG) in El Segundo, Calif. "Chainsaw Al is going to outsource everything that can't be nailed down," said Howard Anderson, managing director at The Yankee Group in Boston.

Alltel is first choice for Second National Bank

Press release 96/11/13

ABSTRACT: ALLTEL Information Services today announced the signing of a long-term software and services agreement with Second National Bank of Warren, Ohio. The five-year contract includes a new core application system as well as conversion and education services.

"00" Dilemma Approaches With The Year 2000

News release 96/11/13

ABSTRACT: Computer experts race to solve the technological impact of the new millennium. Systems Management Specialists (SMS), a Southern California computer management and outsourcing firm, already has deployed teams of its programmers to assist clients with the coming millennium. While the Year 2000 may be seen as a major technological challenge, SMS president Mike Winder views it as an opportunity to enhance operating systems and develop more efficient solutions for corporate data management.

Defense Outsourcing: Business Opportunities & Emerging Markets

Defense Week 96/12/03

ABSTRACT: Defense Week's DEFENSE OUTSOURCING conference explains how the pattern established for depot maintenance will translate to outsource contracting in your business area -- whether it's wholesale-level warehousing and distribution or even commercial-type support activities like computing systems, payroll, security, maintenance and transportation.

AT&T wins contract

Brief Computerworld 96/11/04 p2

ABSTRACT: United HealthCare Corp. has entered a long-term outsourcing contract with AT&T Corp. that analysts said could be worth as much as \$800 million. AT&T will deploy advanced call-center technologies and build and operate the Minnetonka, Minn.-based health care provider's communications platform, including voice mail, voice response and more than 100 private branch exchange systems.

Prudential deal rocks IS staff

Hoffman Computerworld 96/11/18 p1

ABSTRACT: Prudential Insurance Company of America's massive outsourcing deal with IBM might be wonderful for the insurer's bottom line, but it has been the pits for some of the 900 affiliated IS employees, Computerworld has learned. A half-dozen information systems staffers last week complained that morale is plummeting because senior management at the nation's largest insurance company has been uncommunicative about the \$340 million deal, which was announced in September.

Ford in Outsourcing Pact

Brief Computerworld 96/11/25 p8

ABSTRACT: Ford Motor Co. has signed a three-year, \$42 million systems integration contract with Logica, Inc. in Lexington, Mass., to manage its information technology suppliers in the U.K. The deal is part of Ford's effort to cut costs by reducing its number of information technology suppliers.

Some contracts share pain, gains

Thomas Hoffman Computerworld 96/11/25 p69

ABSTRACT: Some of the latest -- and some say most innovative -- outsourcing contract agreements have involved what are called shared risk/shared reward schemes. Under these models, an outsourcing vendor might agree to take a cut of user company's revenue as part of its payment if the vendor developed an application to help the user reach new customers.

Flex-sourcing

Thomas Hoffman Computerworld 96/11/25 p69

ABSTRACT: Remember those fixed-rate, 10-year outsourcing deals that stole headlines in the early 1990's? They're history. Flexibility is the new buzzword in outsourcing, for several reasons. Besides leveraging outsourcers' core competencies, users want to know what they are getting for their money. And they want to hold vendors accountable.

CNA, CSC stake claim for business outsourcing

Thomas Hoffman Computerworld 96/11/25 p10

ABSTRACT: CNA Financial Corp. joined with a Computer Sciences Corp. (CSC) subsidiary to form an outsourcing venture. The business will handle claims processing, record-keeping and other back-office functions for life insurers and financial services firms that are just getting into providing life-insurance.

Outsourced and happy

Leslie Goff Computerworld 96/12/16 p95

ABSTRACT: The word *outsourcing* conjures up feelings of anxiety, anger and helplessness. But some “rebadged” IS professionals have found contentment and opportunity after their old companies farmed out their jobs.

Shareholder value fuels DuPont’s \$4B, 10-year outsourcing deal

Thomas Hoffman Computerworld 96/12/16 p28

ABSTRACT: As part of its push to double shareholder value by 2002, the DuPont Co. last week announced plans to outsource its global information systems and technology infrastructure. In what analysts have described as the largest outsourcing deal to date, Andersen Consulting and Computer Sciences Corp. (CSC) will split the 10-year, \$4 billion job.

Story of O

brief Computerworld 96/12/16 p38

ABSTRACT: Outsourcing is still a spooky word in many IS shops, and that was no more evident than during a teleconference last week to announce DuPont’s \$4 billion, 10-year deal. DuPont Chief Information Officer Cinda Hallman did everything possible to avoid using the “O” word and instead used terms such as “alliance” and “services.”

The State of Stores

Robert Scheier Computerworld 96/07/08 p80

ABSTRACT: Retail has always been a tough business. But intense competition, a glut of stores offering similar merchandise and bargain-hunting consumers are making life especially challenging this year. How are retail CIOs coping? Seven chief information officers, whose companies account for about \$250 billion in retail sales, discussed those issues at Retail Systems '96, a conference and exposition last month in Dallas.

Citicorp banks on Digital, EDS

brief Computerworld 96/07/01 p8

ABSTRACT: Citicorp has awarded separate contracts valued at a combined \$750 million to Digital Equipment Corp. and Electronic Data Systems Corp. to install and manage the bank's desktop computers and LANs. The three-year deal is worth \$500 million to Digital.

Sabrenet outsourced

brief Computerworld 96/07/01 p8

ABSTRACT: Sabre Computer Services, a unit of American Airlines, has outsourced its Sabrenet travel information network to service provider SITA Telecommunications Holdings in a seven-year, \$400 million deal. Under the agreement, SITA will link its frame-relay network to Sabrenet, which is connected to more than 22,500 travel agencies, American Airlines offices and other locations.

Insiders talk outsourcing

Thomas Hoffman Computerworld 96/07/01 p8

ABSTRACT: BusinessWeek's Smartsourcing: Impact and Implementation conference last week - Outsourcing clients who spoke here acknowledged they have had to grapple with a slew of slippery subjects that include cultural changes and getting vendors to commit to guarantees of cost savings and/or productivity gains.

For most companies, cost savings are still the driving force behind outsourcing.

U.K. insurer turns to Unisys

brief Computerworld 96/07/01 p61

ABSTRACT: Royal Insurance Life and Pensions, an England-based insurer, has outsourced maintenance of its multivendor desktop and mainframe systems to Unisys Corp.'s Global Customer Services unit under a three-year, \$4 million deal. Under the agreement, Unisys will maintain Unisys and IBM mainframes; HP and IBM Unix servers; and more than 2,500 desktop machines, including systems from Apple Computer, Inc., AT&T Corp. and Dell Computer Corp.

The new outsourcing partnership

Bruce Caldwell InformationWeek 96/06/24 p50

ABSTRACT: Vendors want to provide more than just services. They'll help you create a virtual corporation.

Outsourcing vendor or strategic partner? The distinction is getting harder to make. Paul Kanneman, CIO at Zale Corp., wanted better service and more control when he recently terminated the discount jewelry chain's IS outsourcing contract with IBM's Integrated Systems Solutions Corp. His new outsourcing vendor, SHL Systemhouse Inc., signed a letter of intent that gives Kanneman the right to spell out exactly which services can be subcontracted - and the right to exclude certain subcontractors. "I wanted a strategic partnership relationship," says Kanneman, "someone with a vested interest in my success." By seeking outsourcing partnerships and setting limits on subcontractors, Zale is at the center of a new trend. A growing number of corporations are forging mutually beneficial, strategic arrangements with their outsourcing vendors.

UAW Targets Outsourcing and Layoffs

Nichole M. Christian Wall Street Journal 96/06/20

ABSTRACT: In initial contract demands to Chrysler Corp., the United Auto Workers union is seeking provisions that would make it even more costly for the company to lay off union members, and that would bar the company from farming out more work to outside suppliers.

Wells Fargo outsources

brief Computerworld 96/06/24 p76

ABSTRACT: Wells Fargo Bank in San Francisco has outsourced its trust data processing activities, which represent \$225 billion in assets and 75,000 accounts, to SEI Corp. in Wayne, Pa., under a five-year agreement. Terms of the agreement weren't disclosed.

How Chrysler Created an American Keiretsu

Jeffrey H. Dyer Harvard Business Review 96/07/00 p42

ABSTRACT: Borrowing from Japanese practices, U. S. manufacturers have cut their production and component costs dramatically in the last decade by overhauling their supplier bases. They have radically pruned the ranks of their suppliers and given more work to the survivors in return for lower prices. And by getting their remaining suppliers to deliver parts just in time and to take responsibility for quality, they have managed to slash inventories, reduce defects, and greatly improve the efficiency of their own production lines.

Alltel Information Services enters the French Banking Market

Alltel News Release 96/06/26

ABSTRACT: ALLTEL Information Services, a leading international provider of information processing management, outsourcing services and application software to the banking industry, has chosen Bossard Consultants to help develop ALLTEL's technology activities in the French banking industry.

The outsourcing side of Sears, Roebuck

brief Computerworld 96/07/15 p76

ABSTRACT: Sears, Roebuck and Co. signed a five-year outsourcing deal with IBM's Integrated Systems Solutions Corp. (ISSC) under which ISSC will manage distributed desktop computing for Sears corporate headquarters in Hoffman Estates, Ill. ISSC also will provide help desk services to all Sears locations and back-office systems management for Sears stores. Terms of the agreement weren't disclosed.

Double occupancy

Frank Hayes Computerworld 96/07/15 p14

ABSTRACT: Hyatt International Corp. last week said it has outsourced its information technology operations to a joint venture between Computer Sciences Corp. (CSC) and AMR Corp.'s Sabre Decision Technologies division. The five-year, \$72 million deal was signed June 30 and takes effect Aug. 1.

Outsourcing cures mobile pains

Mindy Blodgett Computerworld 96/07/15 p1

ABSTRACT: Companies turn to third parties to rein in support costs. The exploding mobile workforce is giving a giant headache to information systems managers already stretched thin by user demands. Companies are being squeezed by competing trends -- the pressure to cut costs and downsize is colliding with the skyrocketing mobile workforce. But rather than add mobile specialists to the IS staff or set up a seven-day-a-week, 24-hour-a-day help desk, firms are increasingly turning to the growing number of suppliers of mobile support services and third-party help desks.

The Saginaw Solution

Bill Vlasic Business Week 96/07/15 p78

ABSTRACT: Why outsource? The UAW says that the lean production techniques and team approach used in Saginaw should be deployed at 12 other Delphi plants.

Time to be Wild About Harry?

Ron Stodghill II Business Week 96/07/15 p72

ABSTRACT: Harry Stonecipher, the first non-family member to run McDonnell Douglas, is putting his imprint on the \$14.3 billion company -- and stepping on some toes in the process. He has bruised egos by bringing in new managers, miffed workers by outsourcing jobs in the U.S. and abroad, and shaken up marketing by firing the old ad agency and hiring new salespeople.

Privatized post office would kill service, unions charge

Mark Johnson Poughkeepsie Journal 96/07/10 p3

ABSTRACT: Labor unions predict a postal apocalypse with a privatized mail system and the end of universal delivery. The Postal Service plans to contract out work such as bar coding, translating zip codes into computer language and printing it on letters, a move union officials see as a step toward privatization.

Media Production Outsource/Insource Study Released

VanDeusen Assoc. News Release 96/06/28

ABSTRACT: The strategies corporate media departments use to create value for their companies and the critical success factors which turn production companies into "preferred" suppliers are among key findings of "Communications Media Production _ Outsource or Insource: Making the Right Choice:", a six-month benchmarking study which was released today. This study addresses the question of whether today's emerging high technology, as well as traditional, communications media are best delivered through corporate media production departments or if companies receive greater benefit by outsourcing the work to commercial producers. The results are of greatest interest to corporate media production managers, non-media department corporate decision makers and executives of commercial production companies, whether or not they are considering entering into formal outsourcing contracts.

Can the UAW Put a Brake on Outsourcing?

Bill Vlasic Business Week 96/07/17 p66

ABSTRACT: After a three-day strike by the UAW last Nov. Chrysler was faced with the prospect of running out of windshields for its hot-selling minivans and pickup trucks, and backed off on selling the aged factory and instead agreed to invest \$70 million to expand its production. The UAW hopes to repeat this success on a larger scale when talks over new labor pacts with Detroit open on June 10.

The Art of the Deal

Richard Pastore CIO Magazine 96/05/15 p41

ABSTRACT: As outsourcing partnerships become more the rule than the exception, CIOs learn that the give and take continues long after contract negotiations have ended. A shrewd contract packed with customer-friendly clauses is a good start, but contract stipulations commonly fail to translate into reality. Of the 221 CIOs responding to a 1995 Gartner Group Inc. survey, 47 percent who have been in a relationship more than two years dubbed their outsourcing experiences a "mixed bag," while 12 percent deemed them outright failures. Outsourcing veterans say that bolstering the success rates of these arrangements depends as much on the art of the relationship as the science of the contract.

Baxter's Big Makeover in Logistics

Mary Connors Fortune 96/07/08 p106

ABSTRACT: Even before the managed-care squeeze, supplying hospitals was a thin-margin business. So Baxter went back to the drawing boards. Baxter has been busy revamping its business of supplying hospitals and other health-care providers in its bid to remain No. 1 in the field. This \$4.5-billion-a-year piece of the company delivers 200,000 different products, not counting all the sizes and shapes.

For Better or Worse

Elaine Appleton CFO 96/07/00 p47

ABSTRACT: An outsourcing contract can't guarantee that the outsourcer will live up to its vows. But like any prenuptial agreement, it should offer protection when the going gets rough. Although most corporations won't talk publicly about outsourcing deals gone sour, it's not unusual for vendors and their outsourcers to have adversarial relationships. A host of management and technological issues can cause problems in what are typically multimillion-dollar deals.

Managing Outsourced Enterprise

Rick Mullin Journal of Business Strategy 96/07/00 p29

ABSTRACT: In the seven years since it was first identified as a business strategy, outsourcing has gained wide acceptance. It's evolved from a desperate means of cutting costs to a more subtle strategy of partnering with service suppliers that perform critical, but non-core, functions. It has been spared the opprobrium of reengineering and other disciplines that are now synonymous with downsizing -- despite the fact that it often results in job loss, especially in manufacturing, staff is generally transferred from client to service firm in well-executed outsourcing arrangements. Workers may even feel they are advancing their careers by transferring to a service company that specializes in their area of expertise. DEOs, skeptical of all things cutting-edge, now consider outsourcing a mainstream management technique for paring activities down to that critical core.

Downsizing Capsized

Declan Lynch Business 96/07/00 p77

ABSTRACT: Another business truism bites the dust. "Downsizing" is over. It has been declared redundant. Where were you when you heard the news? I was looking at BBC 2's Newsnight.

IT Metrics Strategies

Cutter Information Group IT Metrics Strategies 96/07/00

ABSTRACT: The new metrics; Skandia's business navigator. Expert metrics views. Professionalism. Implementing a metrics program, or how many pounds of sand. Familiar metrics management: Evaluating a technology.

Tektronix outsources with software maintenance specialists during transition to client/server and midrange systems

New Release 96/06/05

ABSTRACT: Tektronix Inc. has selected Software Maintenance Specialists (SMS) to provide legacy data center outsourcing support for the company's worldwide operations. The contract expands SMS' client base in the Western U.S. and reflects the company's growing presence in the electronics manufacturing industry.

Will Your MIS Operations Be Moving Out?

Amy Harris Midrange Computings Showcase 96/06/00 p20

ABSTRACT: A conversation with Christina Powers of The Outsourcing Institute citing valid reasons that a company might have for outsourcing IT functions, common outsourcing pitfalls that organizations often run into and the future of outsourcing.

Small banks fear being left behind as outsourcing providers get larger

Steven Marjanovic American Banker 96/05/22 supplement

ABSTRACT: Two forces - the consolidation of outsourcing providers and a renewed openness of large banks to outsourcing - have some community banks worried that they will have an increasingly tough time getting good service at a fair price.

Inacom Corp. Demonstrates New IT Service Solutions at the 1996

Services and Outsourcing Show

Inacom New Release 96/04/22

ABSTRACT: Inacom Corp.(NASDAQ:INAC), a leading global provider of technology management services, will be exhibiting its newest technology management service solutions at the IT Services and Outsourcing Strategy Conference and Exposition scheduled April 23-25, 1996, at the Jacob K. Javits Convention Center in New York.

Utility awards software contract

brief Computerworld 96/06/24 p72

ABSTRACT: Systems & Computer Technology Corp. in Malvern, PA, won a \$6 million contract to provide utility software and services to Westcoast Energy Inc. in Vancouver, British Columbia.

Teamwork

brief Computerworld 96/06/24 p72

ABSTRACT: Unisys Corp. in Blue Bell, PA, and Broadway & Seymour, Inc. in Charlotte, N. C. will provide payment processing software, hardware and related services to Vermont Federal Bank in Williston, Vt. Terms of the deal weren't disclosed.

Air data

brief Computerworld 96/06/24 p72

ABSTRACT: Delta Air Lines signed a 10-year, \$35 million contract for airway bill processing from Unisys' Egan, Minn., data center.

Outsourcing in Europe

Marco H. E. Gianotten Giarte Publishing 96/97 p1

ABSTRACT: A research project on the demand-side of the IT outsourcing market in Europe. IT Outsourcing is a fast growing part of the IT services market. For a variety of reasons, an increasing number of organizations are deciding to outsource a large part of their IT. The situation varies for countries within Europe. Some countries, such as Great Britain, seem to be ahead in outsourcing, while others, such as Germany, appear to be adopting a wait and see approach. It is nevertheless the case that the vast majority of companies within Europe have to decide whether and how they want to outsource IT.

Playing catch-up

Thomas Hoffman Computerworld 96/06/24 p28

ABSTRACT: Outsourcing boosts personnel support. Driven by a recent acquisition, Corestates Financial Corp. has outsourced its human resource, payroll and benefits activities in what may be the most comprehensive arrangement of its kind.

Rocking the Ivory Tower

Sandra Dallas Business Week 96/06/17 p30B

ABSTRACT: Yale's history of contentious labor relations- which has included seven strikes in nine negotiations since 1968. Unions claim Yale has an anti-union mind-set, and the university blames union greed and New Haven's historic labor activism. The latest talks began last November but broke down primarily over issues of outsourcing and job security. Yale wants to hire outside companies to provide many nonacademic services, and the contract workers would be paid less than their union counterparts.

CSC outsources maintenance

Brief Computerworld 96/06/10 p8

ABSTRACT: Last week, Computer Sciences Corp. outsourced maintenance of its desktop-to-mainframe computers to Amdahl Corp. under a five-year, \$150 million contract. Under the contract, Amdahl will support more than 450 distributed computing sites and mainframe data centers in North America and Asia.

Outsourcer's apprentice

Brief Computerworld 96/06/10 p32

ABSTRACT: Affiliated Computer Services, Inc. (ACS) in Dallas expects to be the nation's fourth-largest outsourcer of data processing services. ACS last week announced its impending acquisition of The Genix Group, Inc. in Dearborn, Mich. for \$135 million in cash, which will be covered by offering about 4 million shares of ACS stock. The acquisition yields revenue of more than \$500 million.

How a Tough Boss Managed to Salvage a Messy Unit at GM

Blumenstein & Stern Wall Street Journal 96/06/03 p1

ABSTRACT: When new labor-contract talks between General Motors Corp. and the United Auto Workers open here next week, the chief battleground will be the automobile-parts business. GM's Delphi Automotive Systems unit is the biggest player in the highly fragmented \$720 billion-a-year global auto-parts industry. Delphi is three times larger than its nearest competitor, employing 179,000 workers world-wide - 25% of GM's work force.

Paine Webber puts AT&T network deal on hold

Securities Week 96/06/03 S1

ABSTRACT: Paine Webber Group has put on hold its plans to outsource the management of its internal telecommunications system to AT&T. Earlier this year the firm signaled that a deal with the telecommunications giant's Solutions Unit - which provides systems integration services to large companies - was imminent. The deal was to have involved AT&T assuming responsibility for Paine Webber's network administration as well as its broker workstation links, as part of an expense reduction drive at the firm. However plans began to unravel.

How a tough boss managed to salvage a messy unit at GM

Blumenstein & Stern Wall Street Journal 96/06/03 p1

ABSTRACT: When new labor-contract talks between General Motors Corp. and the United Auto Workers open in Detroit next week, the chief battleground will be the automobile-parts business. GM's Delphi Automotive Systems unit is the biggest player in the highly fragmented \$720 billion-a-year global auto-parts industry. Delphi is three times larger than its nearest competitor, employing 179,000 workers world-wide - 25% of GM's work force.

Outplacement firm sends top workers to temporary jobs

Louis Uchitelle New York Times 96/05/23 pA1

ABSTRACT: America's largest outplacement company has reached an agreement to channel laid-off white-collar workers - particularly upper-level managers, engineers, accountants, lawyers, bankers and the like - into temporary work when it cannot place them in permanent, well-paying jobs.

Outplacement firm sends top workers to temporary jobs

Louis Uchitelle The New York Times 96/05/23 pA1

ABSTRACT: America's largest outplacement company has reached an agreement to channel laid-off white-collar workers - particularly upper-level managers, engineers, accountants, lawyers, bankers and the like - into temporary work when it cannot place them in permanent, well-paying jobs. The unusual agreement, made public yesterday, is between Drake Beam Morin Inc. a firm for laid-off workers, and Manpower Inc., the nation's largest temporary-help company.

Big banks choose targets carefully when farming out

Tracey Tucker American Banker 96/05/22 supplement

ABSTRACT: According to Computer Based Solutions Inc. of New Orleans, 26% of outsourcing contracts signed in 1994 were with financial institutions with more than \$10 billion in assets . Only 6% of the contracts were with banks in that category in 1993.

Banks turn to outsourcing so they can focus on big picture

Karen Epper American Banker 96/05/22 supplement

ABSTRACT: Bankers have gone beyond using outside vendors simply to cut costs. Instead of hoping that outsourcing will cut costs or remove computer expenses from a balance sheet, bankers increasingly use it as a way to free their hands for more strategic work.

Consolidation leaves behind a field of bigger, better vendors

Jennifer Kingson Bloom American Banker 96/05/22 supplement

ABSTRACT: Just as banks have been swallowing one another up, so have outsourcing companies: The industry has consolidated so much that experts can now quickly tick off the names of all the important providers.

Banks no longer shy about calling in outside help

Matt Barthel American Banker 96/05/22 supplement

ABSTRACT: In the last two years, banks both large and small have handed over computer functions to third parties at an unprecedented pace. According to a survey from Atlantic Data Services Inc., it is predicted that service bureau and outsourcing spending would grow at an annual rate of 10% through 2000.

J.P. Morgan to save \$50M via outsourcing pact

Thomas Hoffman Computerworld 96/05/20 p10

ABSTRACT: J.P. Morgan & Co. has entered into a \$2 billion outsourcing deal with four vendors. The alliance with Computer Sciences Corp. (CSC), Anderson Consulting, AT&T Solutions and Bell Atlantic Network Integration isn't the first of its kind. But the deal goes beyond the traditional prime contractor/subcontractor relationship, taking a flexible team approach in which J. P. Morgan sets the strategic direction.

Outsourcing market heats up

brief Computerworld 96/05/20 p126

ABSTRACT: Outsourcing is booming. There were \$12 billion in new outsourcing deals announced in the first four months of 1996, compared with \$20 billion for all of 1995, said Merrill Lynch analyst Stephen T. McClellan. And several big deals are yet to come, including Alexander & Alexander, Aetna Life and Casualty and DuPont. Stay tuned.

Trendlines

Anne Stuart CIO 96/05/15 p24

ABSTRACT: Expected versus actual benefits from outsourcing.

Call it Dumbsizing: Why some companies regret Cost-cutting

Alex Markels The Wall Street Journal 96/05/14 p1

ABSTRACT: They find profits are hurt, customers and suppliers lost, employees miffed. Despite warnings about downsizing becoming dumbsizing, many companies continue to make flawed decisions - hasty, across-the-board cuts - that come back to haunt them, on the bottom line, in public relations, in strained relationships with customers and suppliers, and in demoralized employees. Sweeping early-retirement and buyout programs sometimes eliminate not only the deadwood but the talented, many of whom head straight to competitors. Meanwhile, many replacements arrive knowing little about the company and soon repeat their predecessors' mistakes.

HBO & Co. signs letter of intent to acquire Cycare Systems, Inc.

brief HeadsUp 96/05/13

ABSTRACT: HBO & Company and CyCare Systems, Inc. today jointly announced that they have signed a letter of intent whereby HBOC will acquire CyCare, a leading provider of management information systems and electronic data interchange services.

Omega Acquires Life-cycle Services

brief HeadsUp 96/05/13

ABSTRACT: Omega Environmental Inc. Friday announced that it has acquired privately held Life-Cycle Services Inc., a Cleveland-based company specializing in maintenance services for the retail and commercial petroleum industry.

Self-insurance Options Spreading to Mid-Size firms

brief HeadsUp 96/05/13

ABSTRACT: Corporate treasurers outside the Fortune 500 are finding increasing opportunity to bypass commercial insurers in favor of cheaper self-insurance options.

Cerplex presents one-stop service solution to Cisco Systems.

HeadsUp 96/05/12

ABSTRACT: The Cerplex Group Inc., specializing in service outsourcing for the high technology industry, Thursday announced it has entered into a contract with Cisco Systems Inc., a global supplier of internetworking solutions.

Unions say consultants' cuts violate contract

Claudia Rowe Poughkeepsie Journal 96/05/08 p1

ABSTRACT: The day after Education Alternatives Inc. made a striking budget proposal to the Wappingers School board, union employees from around the district were chorusing the same response: It'll never fly. EAI's cost-slashing recommendations would violate union contracts, they said.

ISSC wins 10-year IT Service Contract from Rubbermaid

HeadsUp 96/05/07

Integrated Systems Solutions Corp., Somers, NY, received a 10-year IT service outsourcing agreement from Rubbermaid, Wooster, Ohio. ISSC will create and manage a global information system based on SAP software and IBM RISC Systems/6000 Sealable Powerparallel system technology.

Repeat/ExecuTrain Intensifies Technical Training Initiative

HeadsUp 96/05/07

ABSTRACT: In an effort to meet increased demand for outsourced technical training, ExecuTrain Corp. today announced nine additional ATEC education centers and nine new comprehensive technical course offerings.

Outsourcing win for ISSC

brief Computerworld 96/05/06 p8

ABSTRACT: IBM's Integrated Systems Solutions Corp. (ISSC) subsidiary has won one of the biggest outsourcing deals to date, a multibillion-dollar, 10-year outsourcing agreement with Ameritech Corp. ISSC will manage Ameritech's data center operations, ongoing consolidation efforts and help desk services. Additionally, ISSC will implement a comprehensive disaster recovery program.

MasterCard upgrade gives network a charge

Kim Girard Computerworld 96/05/06 p86

ABSTRACT: With the boost of a transaction processing network upgrade provided by AT&T Solutions, MasterCard will have access to bandwidth on demand, global frame-relay services where available and, down the line, Asynchronous Transfer Mode (ATM). These services will come thanks to a new 10-year, multi-million-dollar contract with AT&T Solutions, which will design, build and help manage the private virtual network for MasterCard.

What happened to all those blacksmiths?

Peter BrimclowForbes 96/05/06 p46

ABSTRACT: It's scant comfort to those who get pink-slipped, but the flip side of downsizing is the creation of new, and frequently better, jobs. Job growth has outpaced population growth over the century, despite great changes in the types of jobs available. Symptom of specialization: The 30 biggest occupations now employ a smaller proportion of the work force.

Net Outsourcing Drawing Banks' Interest

Thomas Hoffman Computerworld 96/05/06 p92

ABSTRACT: The banking industry is gingerly eyeing the Internet and IS outsourcing as ways to fight back against mutual fund companies and stock brokerages.

IBM's ISSC hits 5 years with a bell-ringing record

Gannett New Service Poughkeepsie Journal 96/05/05 p4F

ABSTRACT: Integrated Systems Solutions Corp. was just a tiny, fledgling IBM division hoping to provide computer services to other companies when Dennie Welsh hung a bell outside his office 5 years ago. Welsh vowed to ring the bell every time the unit won a deal. The bell quickly began ringing and these weren't deals for laptop computers that cost \$1000 or so but multimillion-dollar contracts with global companies.

Cities Enlisting Private Companies for Sewage Treatment

John Holusha The New York Times 96/05/05 p18

ABSTRACT: In the latest nationwide move toward privatizing public services, scores of municipalities are starting to turn over waste-water-treatment plants to private contractors. Wilmington, Delaware is about to sign a 20-year lease with Wheelabrator Technologies. Jersey City, Hoboken, N.J., Toledo, Ohio, Freeport, Tex., and others have indicated an interest in turning over some or all of their water operations to private companies.

MIS Outsourcing

Bill Muldoon Grassroots Research 96/05/02

ABSTRACT: Grassroots commissioned interviews with 65 MIS executives across the United States, France, Germany, the United Kingdom and Japan to assess the market for management information system (MIS) outsourcing. Questions probed current and future outsourcing plans as well as any intentions to bring IT functions back in-house. In addition, sources were asked to evaluate major outsourcing vendors and to identify significant new providers.

Morgan assigns computer pact to four firms

Stephen E. Frank Wall Street Journal 96/05/00

ABSTRACT: A year after it decided to outsource much of its technology services, J.P. Morgan & Co. granted a group of four companies a seven-year contract valued at \$2.1 billion. The group - dubbed the Pinnacle Alliance - will be headed by Computer Sciences Corp. of El Segundo, Calif. It also will include Andersen Consulting, AT&T Solutions and Bell Atlantic Network Integration.

Outsourcing: Savings are just the start

Business Week/Enterprise 96/05/00 pENT24

ABSTRACT: If the fit is right, contractors can goose profits- and creative freedom. But that's a big 'if'. Call it outsourcing, Round 2. By now, everyone knows what outsourcing is. And some have even saved money by contracting out services that used to perform in-house. But the really smart business owners have figured out how to use outsourcing as a strategic tool.

Outsourcing your sales force

Inc. Magazine 96/05/00 p107

ABSTRACT: Outsourcing the part of your business that potential customers first come into contact with sounds risky. But in January 1995, when Bob Trussell of TempurPedic, a three-year-old importer and distributor in Lexington, Ky., wanted to roll out his orthopedic mattresses in 10 regional markets in six months, he didn't want to spend time tracking down reliable sales representatives to do it. Instead, the then \$6.5-million company turned to Sales Staffers International, in Danvers, Mass., for transitional outsourcing help.

Sybase lands \$3 million deal

Australia staff Computerworld 96/04/29 p70

ABSTRACT: The New South Wales Department of Health has started an ambitious statewide project to standardize its corporate database infrastructure, signing a \$3 million deal with Sybase, Inc.

Overseas: One solution to year 2000

Thomas Hoffman Computerworld 96/04/29 p69

ABSTRACT: Con Edison is outsourcing its year 2000 work to low-cost programmers in Ireland and India.

Ameritech contract to IBM

Poughkeepsie Journal 96/04/27 p5A

ABSTRACT: IBM said its consulting unit received a 10-year, multibillion-dollar contract to manage Ameritech Corp's data center and consolidation plans.

GM to break with peers in UAW talks

Wall Street Journal 96/04/26 pA2

ABSTRACT: General Motors Corp. is preparing to attempt the most significant departure from industry-pattern labor-contract bargaining in about 17 years - even at the risk of a paralyzing strike this fall. People close to the situation said GM is determined to obtain new union concessions for making its manufacturing more cost-competitive.

Ameritech announces technology agreement with IBM subsidiary

IBMmail 96/04/26

ABSTRACT: Ameritech and IBM subsidiary Integrated Systems Solutions Corporation (ISSC) today announced that they have signed a multi-billion dollar, 10-year agreement for information technology services. The deal is one of the largest ever in terms of the amount of mainframe computing capacity involved.

Storage firm boxes out

Computerworld 96/04/15 p84

ABSTRACT: Public Storage, Inc. in Glendale, Calif. has outsourced its mainframe computer operations to Affiliated Computer Services, Inc. in Dallas.

Why EDS won't be sorry to be single again

Wendy Zellner Business Week 96/04/15 p45

ABSTRACT: After 12 years under the watchful eye of parent GMC, freedom is within reach of Electronic Data Systems Corp. On April 1st, GM's board approved the terms of the long-awaited spin-off.

The Myth of Corporate Greed

Joe Spiers Fortune 96/04/15 p67

ABSTRACT: Politicians claim that U.S. companies are more avaricious than ever. The facts tell a different story.

Information Technology Services Industry Update

Loomis & Heidrick Investment Research 96/04/12

ABSTRACT: The IT Services industry continues to show strong growth, constrained primarily by the tight labor market for IT professionals. Industry growth drivers are increasing global competition, growing world economy, and shorter technology cycles which are driving more companies to "outsource" their IT services. With valuations at all-time highs in the industry, future IT Services group out-performance will likely come more from earnings growth versus valuation expansion. Our best ideas in the IT Services group are BTG, Inc. (BTGI-\$9 3/8:NASDAQ)#2, Cambridge Technology (CATP-\$57 1/2:NASDAQ), and Keane, Inc. (KEA-\$30 1/4:ASE).

Need to Cut Costs? Order out

Keith Bradsher NY Times 96/04/11 pD1

ABSTRACT: Outsourcing saves money but labor is frustrated. Executives at big companies are looking at their less efficient operations and trying to find ways to buy more parts from outside vendors. For many workers this is a frightening prospect.

PC Service Outsourcing

Information Week 96/04/10

ABSTRACT: No More Support Headaches-Insurer United Wisconsin Improves PC Support With Flexible Help-desk Options From Entex. Patty Kahill's blood pressure used to go up every time a colleague tried to get help from the corporate IS department.

NEC Tech. To Adopt Outsourcing Desktop Manufacturing Strategy

Business Wire 96/04/10

ABSTRACT: To continue its growth in the desktop PC marketplace and to further realize its vision of being a global industry leader. NEC Technologies Inc. announced today that it will outsource its desktop manufacturing.

Xerox Launches Strategic Outsourcing Portfolio

PR Newswire 96/04/10

ABSTRACT: Xerox Corporation, intent on capturing a larger share of the burgeoning outsourcing market, today announced the Document Source- a strategic portfolio of advanced document services for its fastest-growing business.

CIBE Wood Gundy Streamlines IT Outsourcing With Star Data

Canada News Wire 96/04/10

ABSTRACT: After an extensive review of information service suppliers throughout North America, leading investment dealer CIBC Wood Gundy has signed a multi-year agreement with Star Data Systems Inc. of Markham.

Outsourcing Center From AT&T Debuts

Communications Week 96/04/10

ABSTRACT: AT&T Solutions this week will cut the ribbon on a new support center designed for companies looking to outsource their network management functions.

Transcend Announces \$1.8 Million Outsourcing Contract

Business Wire 96/04/10

ABSTRACT: Transcend Services, Inc. announces \$1.8 million dollars outsourcing contract with Columbia/HCA's Orange Park Medical Center.

Logistix Chosen As Seiko Instruments U.S. Outsourcing Provider

Business Wire 96/04/10

ABSTRACT: Logistix, the world's largest independent turnkey software manufacturer, today announced it has been selected as Seiko Instruments USA Inc.'s premiere outsourcing services provider for the United States.

Avis Selects Perot Systems For Imaging And Workflow Solution

Business Wire 96/04/09

ABSTRACT: Avis Rent A Car System, Inc. has selected Perot Systems Corp. to provide and maintain a state-of-the-art imaging and workflow solution for customer document processing in its Garden City, NY World Headquarters and Virginia Beach, VA Processing Center.

ALLTEL Signed 7-year agreement With Centennial Cellular

MOBILE COMMUNICATIONS REPORT 96/04/09

ABSTRACT: ALLTEL Information Services signed 7-year agreement with Centennial Cellular to provide remote outsourcing and billing services.

Training Departments Becoming Outsourceable

Network World 96/04/09

ABSTRACT: Internal technical training departments have lost favor in nearly one-third of companies surveyed for an International Data Corp. report.

Outsourcing: Insurer goes outside to integrate E-mail systems

Tim Ouellette Computerworld 96/04/08 p71

ABSTRACT: The number of different E-mail systems at Marsh & McLennan, Inc.'s worldwide offices kept growing while E-mail performance dropped off, so the London-based insurance broker decided to get a grip on its global network. Marsh & McLennan handed over E-mail integration to Control Data Systems, Inc. (CDS).

NCI boosts network outsourcing

Computerworld 96/04/08 p64

ABSTRACT: Users can now get complete outsourcing for everything from wide-area networks to client/server LANS under a new program announced by MCI Communications Corp.

Pfizer: In search of continuity

Horwitt Computerworld 96/04/08 p84

ABSTRACT: From a systems point of view, Pfizer, Inc.'s selective outsourcing arrangement with Chicago-based Andersen Consulting was a clear success. Andersen contributed both the expertise and the sheer number of programmers the New York pharmaceutical company needed to develop and roll out world-wide client/server financial applications.

Golden Boy At Big Blue

Ira Sager Business Week 96/04/08 p33

ABSTRACT: Sam Palmisano's mission: Get the PC business roaring again. Samuel J. Palmisano, young veteran at 44, after 22 years at IBM, Palmisano will take charge of a \$10 billion unit, one of the industry's toughest jobs.

Storage firm outsources

Computerworld 96/04/08 p72

ABSTRACT: Public Storage, Inc. has outsourced its mainframe operations to Affiliated Computer Services, Inc. in Dallas.

India/HCI Perot To Focus On System Integration

Business Line 96/04/05

ABSTRACT: HCL Perot Systems will target specific opportunities in the areas of outsourcing, system integration, and business transformation in Asia-Pacific region.

Obtaining Banks Pre-qualif. Critical For Data Center Outsourcing

Commerce Business Daily 96/04/05

ABSTRACT: The Inter-American Development Bank, a public international organization with headquarters at 1300 New York Ave, NW, Washington DC

Fredericksburg Savings & Loan Assoc. Enters Outsourcing Partnership

PR Newswire 96/04/05

ABSTRACT: Virginia-based Fredericksburg Savings & Loan Association, F.A. has approved a long-term outsourcing agreement with the BISYS Group, Inc.

Outsourcing-An intelligent alternative

S. Ramanathan The Hindu 96/04/03

ABSTRACT: The Hindu via Individual Inc.: The question arises as to why an activity should be outsourced at all. In the competitive world the prescription for business success would be to concentrate on specific activities which relate to the core competence of the organization and minimize the efforts on other activities. So, if we focus on what we do well we can do it better and we can do it more.

RFP's: May they rest in peace

Michael Schrage Computerworld 96/04/01 p37

ABSTRACT: A painfully honest IS manager recently described the abysmally confused and inchoate request for proposals (RFP) her company released for a major systems project.

Driving a virtual bargain

Mitch Wagner Computerworld 96/04/01 p16

ABSTRACT: DealerNet builds, runs Web sites for automobile dealers. Gulf States Toyota, Inc., a southeastern U.S. car distributor, recently signed a deal with DealerNet, an on-line host firm, to put its 140 dealers on the Internet. This is the latest in a series of recent agreements for DealerNet, a business unit of Reynolds and Reynolds Co. in Dayton, Ohio.

Has Outsourcing Gone Too Far?

John A. Byrne Business Week 96/04/01 p26

ABSTRACT: It's the corporate rage, but farming out work can cost a company dearly. Some companies are locked into long-term contracts with outside suppliers that are no longer competitive.

ALLTEL Announces Call Center Outsourcing Agreement

ALLTEL News Release 96/04/01

ABSTRACT: ALLTEL Information Services today announced the signing of a long-term telephone call center outsourcing agreement with National Commerce Bancorporation (NCBC), a Memphis-based company with \$3.7 billion in assets and 85 branches in Tennessee, North Carolina, Mississippi and Virginia.

Job Destruction/Job Creation

Rob Norton Fortune 96/04/01

ABSTRACT: The war stories about the financial pain inflicted by layoffs are true, according to the latest research. But job turmoil is nothing new.

Conditions Are Ideal For Starting an Airline, And Many Are Doing It

Scott McCartney WSJ 96/04/01 p1

ABSTRACT: You don't have to be Donald Trump to start an airline today. It's so easy, just about anybody can do it-even Ray Novelli.

Sizzler hands IT support duties to SMS

Kim Acker Lipp Service News 96/04/00 p7

ABSTRACT: Sizzler International, the worldwide steak house restaurant chain, is outsourcing many of its information technology support operations to Software Maintenance Specialists (SMS).

HelpNet centers offer outsourcing

Karen Hamilton Service News 96/04/00 p10

ABSTRACT: Inacom Corp. and KnowledgeBroker Inc. have joined forces to provide help desk support to customers via new HelpNet centers, the first of which will be located in Omaha, NE, where Inacom is based.

GECTS, Andersen join forces to offer outsourcing services

Karen Hamilton Service News 96/04/00 p4

ABSTRACT: Building on a similar relationship in the United States, the Canadian branches of GE Capital Technology Services and Andersen Consulting have formed an alliance aimed at providing outsourcing services to customers.

Interview with Peter McGarahan

Peter McGarahan Service News 96/04/00 p9

ABSTRACT: Pete McGarahan recently fought for the life of his help desk, which management wanted to outsource.

How to make outsourcing a positive experience

Char Labounty Service News 96/04/00 p10

ABSTRACT: Questions to ask before considering outsourcing. A guideline for making the decision to outsource.

More Firms Turning to 'outsourcing'

Ben Rand Gannett Suburban Newspaper 96/04/00 pB6

ABSTRACT: An increasing number of firms are resorting to a business model that calls for specialization in 'core' areas of expertise and leaving the rest to outside contractors. The practice of outsourcing was a key issue in the GM strike this month.

SSI goes south

Service News 96/04 p18

ABSTRACT: The firm, Software Support Inc. has opened a new call center in Houston. The center will occupy 50,000 square feet and eventually employ 600 customer support representatives.

Outsourcing: It's A Popular Way To Do Business

Andrea Bernstein Newsday 96/03/31 pF12

ABSTRACT: The paralyzing General Motors strike, which was settled last week after 17 days, focused attention on a growing trend among American businesses: the use of outsourcing, or turning to outside suppliers to deliver a service or product that was previously provided by a company's employees.

ALCO Management Services To Showcase Its State-of-the-art Services

News Release 96/03/28

ABSTRACT: ALCO Management Services, a national provider of document outsourcing services for public and private companies who have large reprographic needs, will showcase its technology at the IT Services and Outsourcing Strategy Conference and Exposition in New York, April 23-25.

Floral service plants desktop services pact

brief Computerworld 96/03/25 p80

ABSTRACT: Unisys Corp. has won a three-yr., \$10.6 million desktop services contract from Redbook Florist Services to deliver, install and support Unisys PW2 advantage PC's to 15,000 florists nationwide.

CSC wins deal with Johns Hopkins

brief Computerworld 96/03/25 p80

ABSTRACT: Johns Hopkins Health Systems has signed a 5 yr. outsourcing deal with Computer Sciences Corp. CSC will provide technology and services to help manage John Hopkins' eligibility verification and claims processing systems.

Denny's orders out

brief Computerworld 96/03/25 p80

ABSTRACT: Flagstar Cos., a Spartanburg, S.C. firm has signed a 10-year outsourcing deal with IBM. IBM's Integrated Systems Solutions Corp. subsidiary will manage Flagstar's systems networks, application development and help desk operations.

Palmisano brings track record to IBM PC Co.

Bob Francis Computerworld 96/03/25 p32

ABSTRACT: Moving to fill a vacancy open since last September, IBM appointed company veteran Samuel J. Palmisano as general manager of IBM PC Co. last week. He hails from IBM's Integrated Systems Solutions Corp. (ISSC), the company's consulting and outsourcing group.

On-line services buzz with deals and debuts

Mitch Wagner Computerworld 96/03/25 p73

In about a dozen announcements over a three-day period, CompuServe, Inc. and America Online, Inc. announced alliances with Microsoft Corp., Netscape Communications Corp. and other vendors. All the deals were designed to beef up the proprietary on-line services' access to the Internet and attract more consumers.

Bank Leumi Expands Relationship With ALLTEL Information Services

ALLTEL News Release 96/03/22

ABSTRACT: ALLTEL Information Services today announced an expansion of its relationship with Bank Leumi Trust Company of New York (Bank Leumi).

GM Skids, Slips Behind in Antilock-Brake Technology

Blumenstein & Henderson WSJ 96/03/20 pB1

ABSTRACT: When General Motors Corp. introduced a \$250-a-car antilock-braking system in 1991, it shook up a market that had been limited to luxury vehicles by its \$1,000-a-vehicle cost. But now the nation's No.1 auto maker is starting to fall behind. Powerful rivals with global reach have caught up with GM's brakes and are offering less expensive, more innovative systems.

Caterpillar Plans to Close Parts Plant In York, Pa.

Robert L. Rose WSJ 96/03/20 pA4

ABSTRACT: -and Says UAW Is to Blame. Caterpillar Inc. said it will close its parts plant in York, Pa and blamed the United Auto Workers union for the shutdown and loss of 1,100 jobs.

A High-Tech System For Sending the Mail Unfolds at Fidelity

James S. Hirsh WSJ 96/03/20 p1

ABSTRACT: Covington, KY- Fidelity Investments has revolutionized personal investing. Now, on the rolling hills of northern Kentucky, it is once again pushing the envelope. Two years ago, Fidelity opened a huge printing and mailing facility here.

GM Strike Hits Mexican Output As Talks on Settlement Resume

Neal Templin WSJ 96/03/20 pA3

ABSTRACT: With a two-week-old strike by 3,000 United Auto Workers in Ohio forcing nearly 30,000 non-UAW members off their jobs in its Mexican plants, General Motors Corp. is finding it can run but it can't hide from its U.S. labor problems.

Some Russian Officials Are Moving to Reverse Business Privatization

Steve Liesman WSJ 96/03/20 p1

ABSTRACT: Voronezh, Russia-Deep in the heart of southern Russia, this provincial capital is leading the country back down the path of nationalization. Alexander Kovalyov, a populist regional governor now in lock step with his former Communist opponents, is laying the groundwork for taking back at least some state property.

Strike Idles Highly Profitable GM Plant

Blumenstein & Henderson WSJ 96/03/19 pA3

ABSTRACT: As a marathon round of talks continued to settle a two-week-old strike that has choked off its supply of brake parts, GM finally closed its Janesville, Wis., assembly plant that makes the company's most popular and highly profitable sport-utility vehicles.

How UAW Strike Became Test Ground For GM's Resolve

Blumstein & Christian WSJ 96/03/18 p1

ABSTRACT: The new GM and the new UAW have collided, and the result is expected to accelerate the U.S. auto industry's long running restructuring.

Aetna mulls IS outsourcing

Thomas Hoffman Computerworld 96/03/18 p71

ABSTRACT: Aetna Life and Casualty Co. is in the early stages of soliciting bids for an outsourcing deal that industry watchers have placed at up to \$5 billion over 10 years. Aetna's interest is centered around 1. Improving its information systems service delivery while reducing operating expenses. 2. Improving end-user access to technical resources. 3. Providing the best environment for its IS professionals.

Ohio Strike That Is Crippling GM Plants Is Tied to Plan to Outsource Rebecca Blumenstein

WSJ 96/03/12 pA3

ABSTRACT: The local strike in Ohio that is rapidly shutting down General Motors Corp. plants across North America grows out of GM's plan to buy antilock brake systems for a future model from Robert Bosch GmbH, individuals close to the situation said.

Outsourcers zero in on intranets

Craig Stedman Computerworld 96/03/11 p6

ABSTRACT: HP/AOL service for corporate users - Outsourcing sharks are starting to circle in the corporate intranet waters.

Call Center Solutions Introduced By ALLTEL Information Services

ALLTEL News Release 96/03/06

ABSTRACT: Today, ALLTEL Information Services announced its entry into the call center outsourcing market with the introduction of a full spectrum of call center solutions for financial institutions.

Call Center Solutions Introduced By ALLTEL Information Services

News Release 96/03/06

ABSTRACT: Today, ALLTEL Information Services announced its entry into the call center outsourcing market with the introduction of a full spectrum of call center solutions for financial institutions. The solutions include total call center management, implementation services and technology, featuring ALLTEL's new Customer Service Workstation, a call center servicing and sales tool.

Cascade switches on outsourcing options

Bob Wallace Computerworld 96/03/04 p58

ABSTRACT: Users may soon be able to outsource their remote access operations to telephone companies - and save money in the bargain - through a new wide-area network switch package from Cascade Communications Corp.

Utility chooses outsourcing

Brief Computerworld 96/03/04 p71

ABSTRACT: Central Louisiana Electric Co. has outsourced some of its back-office operations to Affiliated Computer Services, Inc.'s (ACS) DataDirect division. Under the multiyear contract, ACS DataDirect in Dallas will give the utility bill-image preparation, address cleansing and presorting, bill printing and intelligent mail insertion services.

College finds savings in-house

Bob Pavlik Service News 96/03/00 p31

ABSTRACT: A staff repair specialist saves Ft. Lewis College 80 percent over outsourcing.

State of Iowa cautiously takes a look at outsourcing

Bob Pavlik Service News 96/03/00 p33

ABSTRACT: After assessments from two third-party service providers and recommendations from a Boston-based consulting firm, the state of Iowa is considering the option of outsourcing some or all of its IT services.

Entex Partners with IBM Credit Corp.

Service News 96/03/00 p31

ABSTRACT: Entex Information Services has struck a deal with IBM Credit Corp. The Stamford, CT. based IT industry financier and subsidiary of IBM Corp. will dedicate financing professionals to assist and train Entex representatives using specialized financing modules.

Rohr Aero Services Selects Software Maintenance Specialists

Reuters 96/02/27

ABSTRACT: Software Maintenance Specialists has signed an outsourcing agreement with Rohr Aero Services Inc., a wholly owned subsidiary of the aerospace firm, Rohr Inc.

Dataplex & FileNet Announce First-of-its-kind Outsourcing Alliance

Business Wire 96/02/27

ABSTRACT: Dataplex Corporation, the nation's largest document services company and a subsidiary of Affiliated Computer Services Inc., and FileNet Corporation, a leading provider of workflow and document-imaging-software, today announced the industry's first document services outsourcing.

Switch vendors add 'net wares

Bob Wallace Computerworld 96/02/26 p14

ABSTRACT: Bay Networks, Inc. last week moved to acquire Internet access server vendor Performance Technology, Inc. for \$13 million in cash.

ISSC does Denny's

Brief Computerworld 96/02/26 p8

ABSTRACT: Flagstar Companies, Inc. in Spartanburg, SC, a restaurateur that owns Denny's, El Pollo Loco and other restaurants, outsourced its information systems operations to Integrated Systems Solutions Corp. (ISSC).

Rohr Aero Services Selects Software Maintenance Specialists

SMS News Release 96/02/26

ABSTRACT: SMS has signed an outsourcing agreement with Rohr Aero Services Inc., a wholly owned subsidiary of the aerospace firm Rohr Inc. SMS will implement new information systems technologies and software designed to streamline the company's worldwide operations.

Remote access options

Brief Computerworld 96/02/26 p8

ABSTRACT: Cascade Communications Corp. last week announced HyperPath, a package that will let telephone companies that use its wide-area network switches give users the option to outsource their remote access operations.

Eagle outsources

Brief Computerworld 96/02/26 p76

ABSTRACT: Eagle Food Centers, Inc. has signed a \$50 million outsourcing deal with SHL Systemhouse, Inc.

ISSC snags contract

Brief Computerworld 96/02/26 p76

ABSTRACT: The MetraHealth Co. has signed a 10-year, \$540 million outsourcing contract with IBM's Integrated Systems Solutions Corp. services unit.

Melville outsources

Brief Computerworld 96/02/26 p76

ABSTRACT: Melville Corp., the Rye, NY, parent company of retail chains such as Kay-Bee Toys and Thom McAnn Shoe stores, has outsourced its information systems to Lockheed Martin Corp.

Less Is More

Neal Templin WSJ 96/02/21 p1

ABSTRACT: Under Alberthal, EDS Is Out of Limelight But Triples Revenue. Low-Key Successor to Perot Gets Data-Services Firm Ready to Split From GM.

Increased Spending For Outsourcing And Systems Integration

Business Wire 96/02/20

ABSTRACT: Driven by increases in spending for both outsourcing and systems integration, expenditures for information services by the banking and finance industry will reach \$33 billion in the year 2000, according to a recently published market study by INPUT, the IT market intelligence company.

ACS gets contracts

Brief Computerworld 96/02/19 p64

ABSTRACT: Dallas-based outsourcer Affiliated Computer Services, Inc. recently landed two contracts with GATX Capital Corp. and ScrippsHealth.

Administrators turn to outsourcing for answers to performance ?'s

Patrick Dryden Computerworld 96/02/19 p53

ABSTRACT: Analyzing the performance of large client/server networks has grown complex enough to send analysts into analysis.

Training Outsourcing To Change Landscape Of the Training Industry

Business Wire 96/02/14

ABSTRACT: Training outsourcing, or companies seeking external resources for their training functions will change the current landscape of the training industry, according to a new report from International Data Corporation.

SMS Is Building Empire On Outsourcing Services

Computer Reseller News 96/02/14

ABSTRACT: What began as a mainframe technical-support provider in 1981 with two employees and \$200,000 in annual sales has evolved into an outsourcing company employing more than 260 with annual sales of \$42 million.

Entex

Computer Reseller News 96/02/14

ABSTRACT: HIGHLIGHT: Added international alliance partners signed outsourcing contracts CHALLENGE: Continue service push, manage growing infrastructure Entex Information Services Inc. Rye Brook, NY, unveiled several deals, including a three-year project with United Wisconsin Services Inc.

Aetna To Field Bids

Information Week 96/02/14

ABSTRACT: The magnitude of the outsourcing contract up for grabs at Aetna Life & Casualty Co. in Hartford, Conn., has mobilized outsourcing vendors to partner with competitors for the muscle to take on the job, according to industry sources.

Preventive maintenance

Tim Ouellette Computerworld 96/02/12 p63

ABSTRACT: Health provider signs up Entex to deliver life-cycle PC support. Under an unusual contractual arrangement, UWSI in Milwaukee is outsourcing full life-cycle support of its almost 1,200 desktop PCs for a fixed price per desktop.

Avanti Outsources Accounts Receivable To Finserv

EDI NEWS 96/02/06

ABSTRACT: Avanti, a Fort Lee, NJ-based physicians services company, is allying with Finserv Health Care Systems Inc., of Albany, NY, to outsource Medicaid and Medicare receivables using electronic data interchange.

Eagle Foods Taps SHL for Outsourcing Services

PR Newswire 96/02/06

ABSTRACT: SHL Systemhouse Inc. today announced the signing of a long-term, \$50 million transformational outsourcing contract with Eagle Food Centers, Inc., a leading regional supermarket chain.

Merisel Extends Outsourcing Agreement

Business Wire 96/02/05

ABSTRACT: Merisel extends outsourcing agreement with Vanstar Corp. in support of its Computerland and Datago businesses.

Micros-to-mainframe To Expand New York City Sales Office

Business Wire 96/02/02

ABSTRACT: Micros-to-Mainframes, Inc., a single source provider, today announced that it will expand its New York sales office and unveiled plans to open a new sales office in New Jersey to better serve the growing need in these markets...

Outsourcing is the Fastest Growing Segment of IBM's Services Business

ISSC Press Release 96/02/01

ABSTRACT: Palmisano said, "In addition to its growth, outsourcing has evolved in ways unseen even five years ago. Until recently, the primary reason most companies outsourced was to save money. Today, businesses realize they can use outsourcing to leverage technology and make vital changes that will help make them more competitive."...excluding IBM Managed Operations 1995 Highlights.

Smaller firms targeted

Kim Acker Lipp Service News 96/02/00 p1

ABSTRACT: As small and medium-sized companies continue to become increasingly dependent on their information system, they struggle with the need to provide support for those systems.

Mapping out the global competitors

InfoServer 96/02/00 p4

ABSTRACT: The following excerpts come from three recent reports by G2 Research Inc.: "IT Outsourcing: Global Competitive Analysis, 1995-2000"; and "Systems Integration in the Global Banking & Finance Industry, 1995-2000."

Firms need help directors

Service News 96/02/00 p6

ABSTRACT: During outsourcing contract negotiations lawyers, consultants, and top executives often go to battle over how to get the most for their money.

More answers for anxious investors

Cathy Baker InfoServer 96/02/00 p6

ABSTRACT: Institutional and individual investors in recent years have become more comfortable with the information services sector. They have grown to like its predictable revenues and earnings and are more willing to pay a premium for those characteristics. But they still have questions when it comes to differentiating among service vendors. (Includes question and answers)

Opening up on the Asia/Pacific frontier

InfoServer 96/02/00 p1

ABSTRACT: Heavy spade work in developing nations of Asia may be about to pay off for a few large American outsourcing vendors.

When outsourcing contracts end

Michael E.C. Moss InfoServer 96/02/00 p2

ABSTRACT: The contemporary outsourcing arrangement, like the modern pre-nuptial agreement, should be considered incomplete unless the parties have pre-negotiated the "divorce," as well as the "marriage."

Self maintainer finds outsourcing a better deal

Karen Hamilton Service News 96/02/00 p21

ABSTRACT: University of MD outsources after 10 years of maintaining its own equipment.

Brief

Service News 96/02/00 p21

ABSTRACT: Viasoft Inc. and Litton Computer Services have linked a service licensing pact that authorizes LCS to provide Viasoft technology and professional services for maintaining existing applications. As a result, users can employ Viasoft technology and services to manage their applications in house, or outsource them to LCS.

Outsourcing info on the web

Brief Service News 96/02/00 p7

ABSTRACT: If you are looking for information on how to pick an outsourcing vendor or for tips on how to get started, you may want to check out The Outsourcing Institute's (OI) new Web page.

Computer Outsourcing Services Announces Fiscal 1995 Results

Business Wire 96/01/31

ABSTRACT: Jan.30, 1996-Computer Outsourcing Services, Inc. today announced financial results for the fiscal year ended October 31, 1995...

Unisys Lands \$100m Contract-Signs Outsourcing Deal

Information Week 96/01/31

ABSTRACT: Unisys won a five-year, \$100 million facilities management contract for the Associated Group, a \$6.5 billion health-care company in Indianapolis. It's the largest commercial win yet for the Unisys outsourcing unit and a major advance...

Kodak's CIO Adjusts Focus-Martin Assesses Outsourcing In New Job

Information Week 96/01/31

ABSTRACT: As Eastman Kodak Co. moves to focus its business on digital imaging, the company has hired a new chief information officer to build a technology infrastructure to support the strategic shift.

Transportation and Distribution/Logistics Extend Reach

Chemical Week 96/01/31

ABSTRACT: Competition in the chemical industry will eventually be based on competition between supply chains instead of between companies, says C. John Lanley, professor of logistics and transportation at the University of Tennessee.

Services Set For Mergers-Outsourcers Are Acquisition Candidates

Information Week 96/01/31

ABSTRACT: Computer services companies seem to be poised for a dynamic year that will include domestic and international growth, new companies and a wave of acquisitions. A surge in outsourcing is accelerating growth.

EDS Revenues Pass \$12 Billion For First Time

PR Newswire 96/01/30

ABSTRACT: Bolstered by a fourth quarter that was the best in the company's 33-year history and marked by new contract awards of more than \$10 billion during the year, EDS registered record earnings in 1995 and passed \$12 billion...

American's Sabrenet gets its wings

Patrick Dryden Computerworld 96/01/29 p16

ABSTRACT: Sabre Computer Services announced plans last week to completely outsource Sabrenet, an X.25 network that links some 22,500 sites in the U.S., Canada and Caribbean.

Services Set For Growth, Mergers

Stephen T. McClellan IW 96/01/29 p80

ABSTRACT: Outsourcers are acquisition candidates as big corporations enter the market.

ISSC Wins Contract

Information Week 96/01/25

ABSTRACT: Northern Indiana Public Service Co. awarded IBM's Integrated Systems Solutions Corp. a 10-year, \$200 million outsourcing contract for management of the utility's data center, distributed computing, and application development and maintenance.

Cap Gemini Wins British Steel Contract, Buys Unit

Agence France Presse English Wire 96/01/25

ABSTRACT: French computer firm Cap Gemini Sogeti has won contracts from British Steel worth more than 800 million francs and its British offshore Hoskyns has bought British Steel's computer unit CMS.

Outsiders To The Rescue

Information Week 96/01/25

ABSTRACT: More Companies Outsource Service and Support To Cut Costs And Free Staff For Strategic Projects-- When Cott Corp., a soft drink and bottled water producer in Toronto, finished rolling out its SAP America R/3 enterprise client-server system last summer, information technology executives were elated.

CSC's Third-quarter Earnings Per Share Up 23.5 Percent

Business Wire 96/01/23

ABSTRACT: Jan. 22, 1996-- Computer Sciences Corp. reported earnings per share of 63 cents for its third fiscal quarter, up 23.5 percent from the 51 cents per share reported for the same period last year.

Agreement In Principle With Foxmeyer Canada

Business Wire 96/01/23

ABSTRACT: Jan. 22, 1996--THE CGI GROUP INC. CGI announces that it has signed an agreement in principal with FoxMeyer Canada Inc., according to which it would buy from IST Group, if FoxMeyer Canada completes its acquisition of the shares of IST Group Inc.

Esprit alters the fit of its outsourcing

Thomas Hoffman Computerworld 96/01/22 p62

ABSTRACT: Many companies fail to appreciate the complexities of switching from centralized mainframe to client/server computing until they're hip-deep in these projects. At Esprit de Corp., however, a midcourse correction in its ambitious client/server plans led to a selective outsourcing deal that is expected to save money and a good deal of staff angst.

Bank of America signs deal

Computerworld 96/01/22 p62

ABSTRACT: BRIEF-San Francisco-based Bank of America has signed a seven-year technology services outsourcing contract with Integrated Systems Solutions Corp.

Apple may outsource production to cut costs

Computerworld 96/01/22 p28

ABSTRACT: BRIEF- Taipei-High-level Apple Computer, Inc. officials are visiting prospective Taiwanese OEM suppliers in an effort to cut manufacturing costs by outsourcing more of its production, according to industry sources.

Peru's Largest Bank Selects Alltel Information Services

Holly Tilley ALLTEL News Release 96/01/19

ABSTRACT: Lima, Peru- ALLTEL Information Services today announced the signing of a long-term software agreement with Banco de Credito del Peru, Peru's largest bank.

Echostar Signed Call Center Agreement With Electronic Data Systems

SATELLITE WEEK 96/01/18

ABSTRACT: Echostar signed call center agreement with Electronic Data Systems, Plano, Tex., for telephone-based customer service and sales support for new DBS service.

Gatx Capital Corporation Awards Outsourcing Agreement to ACS

Business Wire 96/01/18

ABSTRACT: Jan. 17, 1996- Solidifying its position as one of the industry's leading providers of next-generation outsourcing services and new technologies, Affiliated Computer Services Inc. today announced a multimillion dollar agreement with GATX Capital Corp.

Help Desk Developers Turn To Channel To Deliver Services

Computer Reseller 96/01/18

ABSTRACT: New York- Help desk software vendors increasingly are tapping the channel to create new markets and deliver services.

Perot, Swiss Bank Pull Trigger On A Unique Outsourcing Deal

AMERICAN BANKER 96/01/18

ABSTRACT: Swiss Bank Corp. announced last week the culmination of a unique technology services agreement with Perot Systems Corp., whereby the bank has the option to acquire an equity stake in the system outsourcing firm.

Look For Several Client-server Options

Information Week 96/01/18

ABSTRACT: The Choice To Go Inside Or Outside For Training Depends On Cost And Payback- There are several ways to train information technology staffers. If your company's budget permits and if there are enough students to make it economical, you can bring instructors for on-site training.

Banks Looking For A Hand From Outsourcers

AMERICAN BANKER 96/01/18

ABSTRACT: Consultant: JoAnn Barefoot says more banks than ever are bringing in outsiders to help with compliance work.

Key That Opened Andersen Success Story On Importance of Outsourcing

Financial Time of London 96/01/18

ABSTRACT: Key That Opened Andersen Success Story Jim Kelly On The Importance Of Outsourcing To The Organization And The Desire Of Competitors To Catch Up-- They are certainly the biggest - but are they the best? The latest league table of worldwide fee income gives Andersen Worldwide, the Chicago-based professional services organization, revenues of \$8.1 billion, up 21 per cent on the previous year.

Fleet Using Imaging In Ex-Shawmut Lockbox

AMERICAN BANKER 96/01/17

ABSTRACT: Fleet Financial Group has begun using an image processing system from IA Corp. that Shawmut National Corp. bought before being acquired by Fleet.

GTE To Implement BancTec Document Imaging/archival System

Business Wire 96/01/17

ABSTRACT: BancTec, Inc. announced it has been chosen by GTE to provide an image-based Customer Research Solution for GTE's Remittance Processing Services Division.

Bankamerica Illinois Said To Forge Better Deal With IBM Services

AMERICAN BANKER 96/01/16

ABSTRACT: Under a renegotiated contract with BankAmerica Illinois, Integrated Systems Solutions Corp. will run the bank's technology and operations for seven more years.

Vanstar Debuts Global Technology Outsourcing Capability

Business Wire 96/01/16

ABSTRACT: Vanstar Corporation, a leading provider of PC network integration services, today announced the first phase of a global customer support program.

ScrippsHealth Awards Three-year Outsourcing Agreement To ACS

Business Wire 96/01//16

ABSTRACT: Jan. 15, 1996-- ACS Healthcare Services, Inc., a subsidiary of Affiliated Computer Services, Inc., today announced it was awarded a three-year outsourcing contract with ScrippsHealth.

Taking On The Last Bureaucracy

Thomas A. Stewart FORTUNE 96/01/15 p105

ABSTRACT: People need people-but do they need Personnel? It's time for human resources departments to put up or shut up.

Net Services Go Out To Bid

Neil Weinberg Computerworld 96/01/15 p59

ABSTRACT: United Technologies Corp.'s recent transition from private lines to public frame-relay service went so smoothly that the Fortune 50 company now wants to outsource its entire 158-country network.

Innovative Contract Between United Wisconsin Services and Entex

Business Wire 96/01/15

ABSTRACT: Jan 12, 1996-ENTEX Information Services, Inc. today announced a three-year, multi-million dollar contract with United Wisconsin Services, Inc. of Milwaukee, WI for PC acquisition, desktop support and asset management services.

Direct Marketer Provides Outsourcing Services

Electronic Buyers News 96/01/15

ABSTRACT: Supplies First Catalog To Motorola Under Agreement-- Insight Enterprises Inc., Tempe, Ariz., a direct marketer of microcomputers, peripherals, and software, has shipped to Motorola Computer Group the first catalog under its previously announced outsourcing arrangement between the two companies.

Will Outsourcing Save Corporate R&D?

Gene Bylinsky FORTUNE 96/01/15

ABSTRACT: In this era when research budgets are going through the wringer, reaching outside the company for R&D help can give a crucial lift to productivity.

Spin-off Picks Outsourcing

Mitch Wagner Computerworld 96/01/15 p71

ABSTRACT: Ralston Purina Co. decided two years ago that selling food to people was very different business from its mainstay animal-food line. For one thing, humans don't eat from bowls on the floor- well, that is unless they are in college fraternities.

Outsourcing At Microsoft

Electronic-Buyers News 96/01/15

ABSTRACT: Microsoft Corp. has jumped on the outsourcing bandwagon in a big way. The Redmond, Wash., company is hiring contractors to manage its computer networks, procure personal computers, and repair and support in-house computer systems.

Global data on call

Murthy Andavolu Poughkeepsie Journal 96/01/13 p5A

ABSTRACT: Fishkill Insync links business people on move-- Ken Sapeta and Joseph Fitzgerald connect people who are on the other side of the globe with their papers and bosses in the United States.

NTT Data To Support Regional Banks' Foreign Exchange Ops

Comline 96/01/12

ABSTRACT: NTT Data Communications Systems Corp. plans to target both regional banks and second-tier regional financial institutions by getting into on-line outsourcing services for foreign exchange operations.

It's 3 A.M.-Do You Know What Your Bit Error Rate Is?

PR Newswire 96/01/12

ABSTRACT: Outsourcing Leader AvData Upgrades 'No-excuse' Network Management Center-- AvData Systems, a leading provider of total network solutions, has completed a significant upgrade of its network management center to provide improved analysis and monitoring of frame relay...

Career Horizons Acquires Zeitech Inc.

Business Wire 96/01/12

ABSTRACT: Jan. 11, 1996--Career Horizons, Inc. today announced that it has acquired Zeitech Inc., a rapidly growing provider of information technology professionals for supplemental staffing assignments and outsourcing.

Indy Outsourcing

Computer Reseller 96/01/12

ABSTRACT: Systems & Computer Technology Corp., Malvern, Pa., won a contract from the city of Indianapolis to provide network management, disaster recovery and security, help-desk management, training and consulting.

J.P.Morgan Outsourcing Plan Stirs Staff-defection Anxiety

AMERICAN BANKER 96/01/11

ABSTRACT: As J.P.Morgan considers outsourcing portions of its operations, some managers are worried about losing staff members who would rather not work for an outsourcing company, according to a source at the bank.

Sizzler Expands Computer Outsourcing Agreement

Business Wire 96/01/10

ABSTRACT: Sizzler Expands Computer Outsourcing And Systems Integration Agreement With SMS To Achieve Cost-Reduction Goals; SMS To Hire Sizzler Technical Staff To Manage Account-- Jan. 9, 1996- As part of its strategy to streamline operations and improve profitability, Sizzler International plans to transfer management of its data processing operations to Software Maintenance Specialists.

Affiliated Computer Services Inc. Gearing Up For More Acquisitions

AMERICAN BANKER 96/01/09

ABSTRACT: Seeking to bolster its acquisition war chest, Affiliated Computer Services Inc. said last week it has arranged for a new \$90 million credit facility with Bank One Texas and First Interstate Bank Texas.

Verbatim

Christopher M. Leuchtenberg Computerworld 96/01/08 p37

ABSTRACT: Power remains in the hands of outsourcers, developers and consultants, not users. At the outset of an outsourcing deal, corporations bring in the big guns to select vendors and negotiate contracts.

Aetna eyes outsourcing

Computerworld 96/01/08 p8

ABSTRACT: Aetna Life & Casualty Co. in Hartford, Conn., is considering outsourcing its data center operations under what sources said would be the largest such deal ever made.

Finding A Cure For E-mail Pains

Suruchi Mohan Computerworld 96/01/08 p1

ABSTRACT: In the lean and mean organizations of the 90's, saving money isn't the only motivation for outsourcing. Sometimes a sheer convenience is the driving factor.

New interfaces to lead users to SAP R/3 route

Julia King Computerworld 96/01/08 p16

ABSTRACT: More and more information systems are leading to SAP AG's R/3 enterprise client/server software. One reason is the ever-growing array of handy R/3 interfaces hitting the market. SAP announced last week a software bridge to link companies' R/3 applications to Automatic Data Processing, Inc.'s (ADP) payroll outsourcing services.

Customer Relations Software Leader Solidifies Position

Business Wire 96/01/05

ABSTRACT: With New Alliances; Software Artistry Unveils Expert Partners Program--Jan. 4, 1996--Software Artistry Inc., developer of the SA-EXPERTISE suite of enterprise-level customer support software, announced its Expert Partners program, further solidifying its leadership position in the service and support automation market.

Deal Targets Desktop Services

Communications Week 96/01/04

ABSTRACT: Aiming to offer more desktop communications services to a burgeoning outsourcing market, Ameritech and IBM have teamed up to sell each other's services to their existing customers.

Service Companies Reap Big Benefit As Oil, Gas firms contract work

Oil Daily 96/01/03

ABSTRACT: The cost-cutting frenzy that has led to huge layoffs at many oil and gas firms has proved a boon to service companies.

Affiliated Computer Services Awarded Agreement

Business Wire 96/01/03

ABSTRACT: Jan. 2, 1996--Affiliated Computer Services Inc., a leading information technology services provider, today announced an information technology alliance with Hexcel Corporation.

ADP And Sap America Announce Alliance

Business Wire 96/01/03

ABSTRACT: Strategic Interface Links Sap Enterprise Software Clients With ADP's Payroll Outsourcing-- Jan. 2, 1996-Automatic Data Processing Inc.- the country's largest provider of fully integrated payroll, human resources, and benefits solutions-- and SAP America Inc. today announced a business partnership that provides clients with...

Microsoft Continues To Outsource Internal Support

PR Newswire 96/01/03

ABSTRACT: And Services Contracts Allow Microsoft To Focus On Core Competencies. Streamline Is Administration- Microsoft Corp. is moving ahead with its comprehensive outsourcing policy, which seeks to contract everyday network management chores and PC procurement and repair to vendors that specialize in support for corporate computing systems.

Wall Street Services Reach Community Banks

CFO ALERT 96/01/03

ABSTRACT: A five-month-old asset management boutique in western Pennsylvania has aimed its marketing efforts at filling a niche for community banks surrounding Pittsburgh--the outsourcing of asset management services, which smaller banks often lack the resources to provide.

National City Unit Buying 1st Data Payment Business

AMERICAN BANKER 96/01/02

ABSTRACT: National City Processing Co. has agreed to acquire the remittance processing business of First Data Resources Inc. Under terms of the agreement, the Omaha-based card servicing unit will outsource all of its clients' remittance activities exclusively to National City.

The People Side of Privatization

William L. Dillon Business Officer 96/01/00 p31

ABSTRACT: Study Examines Employee Perception of Conversion Process-- The challenge of providing high quality support services on college and university campuses becomes more complex every day. A reputation for quality academic and research programs brings with it the expectation of exemplary support services. Across the country, students, faculty, and administration are demanding more service options and greater freedom to select the services that meet their immediate needs.

The Privatization Debate

Chris L. Jefferies Business Officer 96/01/00 p26

ABSTRACT: Examining the Decision to Outsource a Service-- To remain competitive and improve services as resources decline, colleges and universities, like business and government, have turned to several popular management approaches, including outsourcing.

Why reengineering failed

Thomas H. Davenport Fast Company 96/0000 p70

ABSTRACT: How did a modest insight become the world's leading management fad? How did reengineering go from a decent idea to a \$51 billion industry? Chalk it up to the Reengineering Industrial Complex.

The Coming Amoebas

William Knoke Bold New World 96/00/00 p156

ABSTRACT: The world of the "fragmented" corporation. Organizations combining talents and resources from around the world to produce the most innovative, cost-effective products and services.

Index

This index provides an easy reference to key terms and companies mentioned in the report.

(Note: Index entries were not created for references appearing only in the *Bibliography*)

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About the Author

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. He is founder and President of Michael F. Corbett & Associates, Ltd. a leading organizational research, training and consulting firm.

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*, and authoring four major management briefs on outsourcing for FORTUNE Magazine.

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 -- those things it does very best -- 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 1980's when, as Manager of Software Service Offerings for IBM, he helped develop the company's strategic business plan for its entry into the outsourcing marketplace. 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. Today, IBM Global Services is the company's fastest growing business segment.

In 1993, Mr. Corbett co-founded The Outsourcing Institute. As Director of Research and Member Programs, Mr. Corbett helped shape the direction of outsourcing during the industry's critical early years.

Today, Mr. Corbett is President of Michael F. Corbett & Associates, Ltd. The firm is built on the premise that the real challenge going forward is training and educating America's managers and executives for success in an increasingly outsourced world. The company offers two world-renowned executive training programs, *The Disciplines of Outsourcing* and *Managing the Outsourcing Contract*.

Mr. Corbett founded and chairs *The Outsourcing Research Council*, a senior executive consortium of leading U.S. companies that share experience and expertise on outsourcing on an ongoing basis and collectively fund research into leading-edge issues.

Annually, his company produces *The Outsourcing World Summit ~ Conference & Exposition*. The Summit is the industry's preeminent gathering of leading practitioners and thinkers from across the U.S. and around the world. 250 executives attended the 1998 Summit, held at The Buena Vista Palace Resort & Spa in Orlando, Florida. *The 1999 Outsourcing World Summit* will be held February 23-25, 1999 at The Desert Inn Resort in Las Vegas, Nevada.

Mr. Corbett's published works include: "Outsourcing '98: Winning in Today's Global Marketplace," FORTUNE Magazine, July 20, 1998; three earlier FORTUNE Magazine special reports on outsourcing published from 1994 through 1996; "Outsourcing as a Strategic Tool," Canadian Business Review, Summer 1996, and; "Outsourcing: From Tactical Tool to Strategic Initiative," *Bedrijfskundige Berichten* (The Netherlands), 2/97.

Routinely sought as a lecturer and speaker on outsourcing and related organizational topics, Mr. Corbett was recognized as an expert witness on outsourcing at hearings called by President Bill Clinton. Recent conference appearances include: *Stratégies d'externalisation*, Les Rencontres d'Affaires, Paris; *The 1998 Strategic Outsourcing Conference*, The Conference Board, Chicago; *The 15th Annual VHA Leadership Conference*, Nashville; *Outsourcing, Insourcing and Shared Services*, Linkage Inc., San Diego, and; *alt.office*, Miller Freeman, Inc., San Jose.

Mr. Corbett serves on the editorial boards of: *The Journal of Outsourcing*, IFS International Limited, London; *The Outsource Report*, A Miller Freeman Publication, New York City; *InfoServer: The Journal for Strategic Outsourcing Information*, Dallas, and; *The Bio-Pharmaceutical Outsourcing Report*, Kansas City.

Mr. Corbett serves on the Board of Directors of Janus Associates, Inc., an information security software and consulting firm headquartered in Stamford, CT and on the Advisory Board of Human Capital Services, Inc., a provider of human resources outsourcing services, headquartered in Tampa, FL.

Worldwide clients of Michael F. Corbett & Associates, Ltd. include 3M, Delta Airlines, Bell Canada, Glaxo Wellcome, American Express, Lockheed Martin, DEC, EDS, Banta Corporation as well as government agencies (both inside and outside the U.S.), individual healthcare providers and hospital associations.