

THE MAGAZINE DRIVEN BY & FOR THE OUTSOURCING PROFESSIONAL

PULSE

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FRESH FACES

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THE MAGAZINE DRIVEN BY & FOR THE OUTSOURCING PROFESSIONAL

PULSE

THE 2015 OUTSOURCING WORLD SUMMIT ISSUE



HOT SPOTS

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YOUR EXCLUSIVE SUMMIT GUIDE

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OUTSOURCE2LAC 2014



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CEO MESSAGE



Wishing all our members the brightest and best in the New Year from our team at IAOP to yours.

As the calendar turns to a New Year, it gives me pause to reflect back on where IAOP has been and more excitingly, where we're headed.

This February marks an important milestone. IAOP is 10! A decade ago, at The 2005 Outsourcing World Summit in San Diego, we proposed an idea that might have seemed a bit crazy at the time - forming an association to recognize and support customers, providers and advisors as "outsourcing professionals" so they could do their jobs better.

Together with our members, IAOP has become so much more than we envisioned. Today, IAOP improves outsourcing outcomes by bringing together customers, providers and advisors in a collaborative, knowledge-based environment that promotes professional development, recognition, certification and excellence.

We know of no other association that does it just like IAOP with all our members on the same playing field, having the same importance and value to us in everything we do, from programming and speaking at our events and chapters, to our training and certification.

Looking ahead, our value only will become stronger. We are poised for the decade ahead and beyond. IAOP has exciting plans ahead to enhance all our core programs so they bring you as outsourcing professionals and your organizations even greater value.

We will continue to evolve with the

industry changes as the traditional definition of "outsourcing" evolves to encompass robotics, global business services, services integration, sourcing and many other models and functions.

For more on IAOP's start, take a trip back with our story on IAOP Firsts. This issue also features interviews with our two newest inductees into the Outsourcing Hall of Fame - Scott Singer, Head of Global

We're looking forward to The 2015 Outsourcing World Summit. For those who have been with us through the years, this is actually our 18th Outsourcing World Summit and this successful event has been held around the globe and has become the world's most important gathering of outsourcing professionals.

Business Services of Rio Tinto and IAOP's founder and chairman Michael Corbett.

If you're joining us in Phoenix and I hope you are, be sure to read our preview to give you the scoop on everything you need to know and don't want to miss. Planning the sessions, networking events and meetings you want to attend is easier that ever with our free mobile app.

We're also pleased to host the First Annual North American Academic Workshop on Outsourcing on Feb. 15,

where academic researchers will present research papers to their peers with the best being presented on the final day of the Summit, Feb. 18.

Another event you'll want to attend is our Chapter Meet & Greet on Feb. 16, where you'll have the opportunity to find out about some of the new chapters in the works - from digital enterprise to CSR/ Impact Sourcing and geographic chapters in growing parts of the world. See more on our Chapter Round Up.

Certified Outsourcing Professionals always are vital to our association and Summit success. See our PULSE Professional pages for more on COP happenings. In other sections, our Knowledge Center features the first of a multi-part series on research on Cloud Computing that's a must-read, as well as UK and Ireland in the Hot Spot.

What an amazing journey it's been over the past 10 years. Thanks to our many members and friends for sharing it with us. Please be sure to join us as we celebrate in Phoenix!

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PULSE

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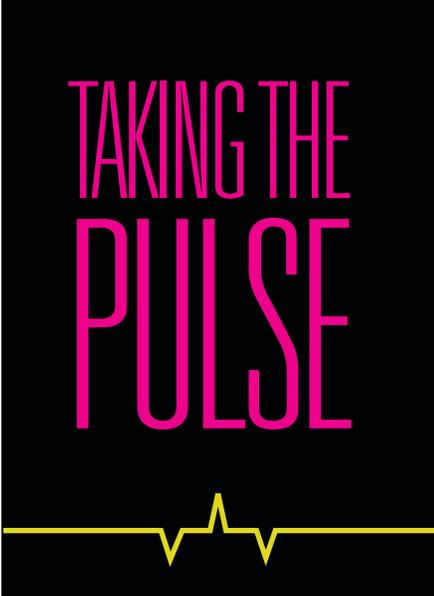


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PULSE Names New Editorial Board Members

As PULSE enters its third year, its editorial staff sends a big PULSE Thank You to its new and returning board members for their many contributions, ideas and support. We couldn't produce each issue of this publication without the board and our members. Please see our masthead for everyone involved behind the scenes.

New to the editorial board this year are:

Jan Erlik Aase

COP, Principal Consultant - ISG

Robert C. D. Barclay

Vice President, Global Marketing, Genpact

Curtis Bragg

Formerly with Aramark

Sarah A. Pfaff

Principal, Advisory, Ernst & Young LLP

Returning board members are:

John Hindle

Founding Partner, Knowledge Capital Partners

Neil Hirshman

COP, Partner, Kirkland & Ellis

Eugene Kublanov

COP, Managing Director, KPMG

BEST FROM THE BLOG >

"Asking the right questions has always been key to success for a corporate real estate executive and workplace strategist. Today, those questions include asking whether your office is a 'Great Place to Work' – and is it also a green one? The two should go together."

– from *Best Places to Work Tend to be Green, and Not Coincidentally, Productive* by guest blogger Bob Best, Executive Vice President, Energy and Sustainability Services, JLL

"No doubt, 2014 is the most tragic year in the modern history of Ukraine, marked with both political and economic turmoil, and a long-standing crisis in Eastern Ukraine, caused by Russia's aggression. Yet, in spite of many pessimistic views and forecasts, Ukrainian IT Outsourcing (ITO) has managed to not only survive but provide new interesting opportunities for service buyers, globally, especially in the areas of cloud computing and mobile applications development."

– from *Ukrainian IT Outsourcing 2014: Trends, Initiatives and Expectations* by guest blogger Viktor Bogdanov

in TRENDING

FIVE TRENDING LINKEDIN TOPICS

- 1) Unlocking Value - Embrace Governance, Risk and Compliance Practices
- 2) Every BPO Provider Needs a Good SMAC
- 3) Big Data Trends for 2015
- 4) Top 5 Problems with IT Infrastructure Sourcing
- 5) Globalization and Outsourcing Outsourcing Wisdom: Secret No 1

If you are interested in the topics we'll be writing about in 2015, please see our new Editorial Calendar. New digital advertising, video and advertorials also are available to promote your company to our targeted high-level audience. See our Media Kit for more information.

COMING NEXT ISSUE IN PULSE:

The State of Our Industry. Award Winners Saluted. European Outsourcing Summit Preview. Canada in the Hot Spot. And More from The 2015 Outsourcing World Summit.

To contribute to these stories, suggest other stories or comment, contact: pulse@iaop.org



There's a lot of talk about how automation and robotics will change how outsourcing services are delivered. IAOP Chief Advisor of Thought Leadership Jag Dalal, COP-GOV, discusses recent articles on the topic and foresees the continued importance of human talent. This all leads Jag to pose the question: [Will PULSE one day be computer generated?](#)

THE NEWS HEADLINES

SMART TECH LOWERS IQS



NOV. 21, 2014 WALL STREET JOURNAL,
AUTOMATION MAKES US DUMB

Society's growing reliance on computer automation may actually be "dumbing us down" as we become more dependent on smart software, the article says.

"As software improves, the people using it become less likely to sharpen their own know-how," according to the author.

The alternative is "human-centered automation," where the talents of people take precedence. This keeps workers attentive and engaged and promotes the kind of challenging practice that strengthens skills.

THE IAOP DISH

HUMANS ARE STILL NEEDED EXPERTS

Some would have you believe that in the near future, all processing will be done by smart computer software and humans will only be there to turn the computer on and off! While I am sure that automation will have a significant impact on processing transactions and processors, humans still will be needed to provide "expert" judgment.

Like in manufacturing, are we headed toward automation leading us to "unskilled" labor and therefore, lower wages, tedium of work and eventually loss of knowledge/expertise?

Then, will service providers be able to recruit talent and retain them? Will this loss of knowledge make all processing software dependent and subject to its own idiosyncrasy? Service providers will need to develop human talent by engaging their brains and experience rather than being dependent on automation - like the pilots of airplanes referenced in the article.

GOOD PEOPLE HARDER TO FIND



WALL STREET JOURNAL, IMPROVING ECONOMY
MAY MAKE ATTRACTING, RETAINING TALENT
TOUGHER

As the economy picks up, organizations could be challenged to attract, retain and develop people, according to research by Deloitte.

This article provides 10 interesting points on how to deal with the changing labor market environment. These include: reinventing recruiting, year-round retention efforts, talent analytics, integrated capability development, talent mobility and the emergence of a new, bold CHRO role in organizations.

JOBS SHOULD CHALLENGE BRAINS

One of the key points made in the article is to attract and retain talent, jobs must be intellectually challenging and provide an environment of cerebral growth.

"Year after year, we find that the companies that outperform their competitors have deeper skills, a stronger learning culture and a deep investment in leadership," the article says. "These companies continuously invest in their team's skills - technical, professional and leadership - and they do not slow down, even during a recession, because they know this approach will help them be more innovative, responsive and agile as their markets change."

This is an interesting point supporting the above article.

How will your services governance meet and overcome the complex business challenges of tomorrow?

Ask us.

As enterprises accelerate outsourcing, shared services, and Global Business Services (GBS) adoption to reduce cost and improve quality, the importance of effective governance will grow exponentially. Services governance organizations will be challenged on multiple fronts: manage regulatory compliance and service quality; monitor risk and handle increased demand from the business; manage cloud providers and leverage big data to drive insights; navigate the looming talent crunch and provide value to the business. Having the right resources, technology, leading practices, and a nimble delivery model will be critical to addressing these challenges and capturing full value from your services portfolio.

Enter KPMG's Managed Governance Services, a solution that combines specialized resources, a proprietary technology platform, and tested practices that supports FORTUNE 500 companies in meeting and overcoming the governance challenges of tomorrow. The result? Improved performance management and regulatory compliance. Enhanced risk monitoring and management. Disciplined contract and financial management. A services portfolio that doesn't just support the business, but advances it.

During IAOP's 2015 Outsourcing World Summit, join us at these informative sessions:

Monday, February 16 – 1:30 p.m.–2:00 p.m.

Tent Talks: KPMG on Global Business Services

David J. Brown, Global Lead, Shared Services and Outsourcing Advisory, KPMG LLP

Tuesday, February 17 – 2:20 p.m.–3:10 p.m.

The Nimble, Agile VMO – Combining Service and Technology to Drive Scalability and Effectiveness: A Case Study with Three Market Leaders

Eugene Kublanov, Advisory Managing Director, KPMG LLP

kpmg.com



cutting through complexity

Visit us at Booth #34 during the 2015 Outsourcing World Summit

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the Sandbox

What are the key factors that contribute to successful outsourcing relationships? We asked a customer, provider and advisor from IAOP's Global Human Capital Chapter and here's what they had to say:

ADVISOR

"There's significant opportunity for organizations to capture greater value from outsourcing. Our research shows 60 percent view outsourcing as a cost-reduction tool, with just 20 percent classified as high performers capturing business value. High performers share best-in-class practices including a focus on benefits beyond cost reduction; strategic business outcomes; domain expertise and analytics; collaborative governance; change management; and transforming the retained organization. Those that view HRO purely in terms of transactional processing and cost will be competitively challenged."



JILL GOLDSTEIN

Talent and HR BPO Offering Lead,
Accenture

PROVIDER

"Clearly articulate the outsourcing engagement, including scope, benefits, roles and responsibilities, expected service levels, and investments required of both buyer and provider organizations before initiating any work. Exchanging ideas and setting expectations upfront builds trust. Launch a combined governance committee that acts in the best interest of the combined relationship. Do not underestimate the need for cultural alignment. Successful engagements implement transparent communication and change management plans that flows across both organizations. Keep metrics simple."



TOM KAMINSKY

Vice President, Practice Lead,
Global Consulting Group, Kelly OCG

CUSTOMER

"A successful outsourcing relationship has to start with a mutually beneficial business objective. In order to have full support from the management of both organizations, they need to know what financial rewards they both expect to receive. Secondly, the people on the front lines working together need to have mutual respect and integrity. This can take time but can also be supported by the efforts of a Project Manager with good teambuilding skills. Lastly, the teams need to forget what company they work for. This will allow them to work as one team without any division."



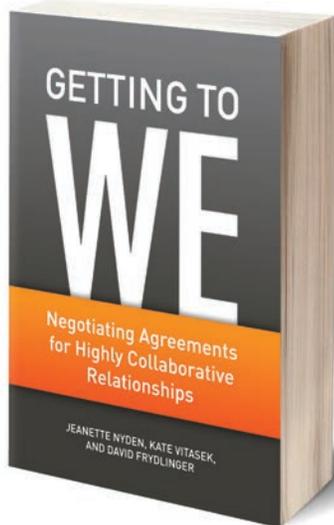
GARY DOBBINS

COP, Senior Director
Global Engineering Services, Covidien

THE PULSE

LATEST RESEARCH,
REPORTS AND READS
FOR OUTSOURCING
PROFESSIONALS

BOOK CLUB



Title: Getting to We (Negotiating Agreements for Highly Collaborative Relationships)

Authors: Jeanette Nyden, Kate Vitasek and David Frydinger

Overview: Far too many approach outsourcing as a transaction. But the simple truth is that outsourcing success is built on an ever-dynamic and interconnected world where success depends on how effectively you manage your relationship with your client or supplier long after the “deal” is signed. The more we recognize that fact, more we understand that in order to have the relationship work, both parties have to have a vested interest in the relationship. It is often called “win/win” or “no lose/no lose.”

Getting to We “gets” this concept - offering a practical and easy to follow 5-step process that creates a paradigm shift in how people and organizations approach negotiations. The process the authors suggest goes well beyond helping companies negotiate the specifics of an outsourcing “deal,” and gets to the heart of today’s challenges by giving a step-by-step approach to negotiate a solid foundation for the relationship itself. Obviously, both customers and service providers have their own priorities and agenda, but Getting to We challenges negotiators with a practical approach to go beyond simply Getting to Yes and instead create a more sustainable relationship by Getting to We. It is only by Getting to We that both parties have a vested interest into work together to achieve the end goal for both.

Reviews:

“Often when discussing governance and relationship foundation for governance, I jokingly say that you cannot have a team when half the team is under the bus! Outsourcing is all about becoming ‘we’ from us and them. Although this sounds rather simple and pedantic, we lack a thorough understanding of what makes us ‘we.’ This book dives into the fundamentals of how to create that team and not have half of it under the bus. A must read for all involved in governance.”

- Jag Dalal, COP-GOV, Chief Advisor, Thought Leadership, IAOP

“A timely and critically important reminder, when the value of a deal comes from its effective implementation, we must negotiate it in a way that both creates value and builds a good working relationship.”

- Daniel Ertel, Partner Vantage Partners Inc.

Why it is a Timely Read:

At The 2015 Outsourcing World Summit Advanced COP workshop, Jag Dalal, Chief Advisor, Thought Leadership, plans to include a topic on “creating and maintaining a high-level relationship in outsourcing” and discuss process, tools, examples and even a case study.

Chapters: The book is divided into four sections: 1. Establish a foundation of trust, transparency and compatibility; 2. A shared vision and common guiding principles; 3. Negotiating as We; 4. Living as We

Available formats: Print and digital versions. This book is available through most book sellers, including Amazon and eBay.

Tell us what you think: PULSE wants to hear what you think of this book. Share your review with us at pulse@iaop.org

CLOUD & OUTSOURCING: WHAT'S THE REAL STORY?

Editor's Note:

This is the first of a three-part series on the latest research results on cloud computing and advanced technologies by Leslie Willcocks, IAOP Hall of Famer and Director of the Outsourcing Unit, London School of Economics and Political Science, together with Associates Drs. Daniel Schlagwein and Alan Thorogood of the UNSW Australia Business School. It is based on three years of continuing research using surveys and case research methods that will go into 2015.

Cloud computing, by the end of 2014, had begun to transform the role of the information technology (IT) function and how companies buy IT. Increasingly, the IT function is moving towards the role of an “IT broker” that provides external, cloud-based, and IT resources rather than in-house IT resources to business departments.

However, most organizations we have researched still are underestimating the role that the retained capability needs to undertake. The overall cloud computing market is now growing rapidly. Our own 2014 research found that over 90 percent of organizations are actively using more than one of Infrastructure-as-a-Service, private cloud, public cloud, hybrid cloud, Platform-as-a-Service, and Software-as-a-Service.

This makes credible estimates such as that of Forrester

Research that the global cloud computing market will be \$78 billion in 2014, and will reach \$241 billion in 2020, up from \$15 billion in 2010.

We find that providers such as Accenture, Amazon, Google, IBM, and Microsoft have convinced many IT executives of the benefits of cloud computing. Even companies with mission-critical security needs, such as banks, are moving their services into the cloud.

The flexibility, scalability, cost savings, and opportunities for rapid deployment have emerged as compelling arguments over the last 18 months since our 2013 PULSE survey. Across companies, we are finding regular claims that cloud computing is simplifying IT and in some cases increasing security. Business executives have continued to be ebullient in their expectations. A majority of



our survey respondents in late 2014 sees cloud as transformational in enabling business innovation and changing organizational forms.

At the same time, a range of concerns with cloud computing have also emerged. Cloud providers have largely addressed earlier data sovereignty and security concerns through, for example, opening onshore data centers.

However, other concerns about cloud computing remain. Our research found that IT executives in particular worry that technical lock-in, long-term business commitments, and lost IT capabilities leads to over-dependence on cloud providers. Cloud computing can reduce IT executives' ability to control the IT environment directly while at the same time they are still held directly accountable for the performance of this IT environment. IT executives are finding

they have to deal with substantial technological and business issues in any cloud transformation of their company.

Our research reveals a rich set of findings. In these three articles we will limit ourselves to these four major emerging themes.

- ▶ Which cloud story is turning out to be the correct one and what are the major trends?
- ▶ What is the impact of converging social, mobile, analytics, and cloud technologies (SMAC) on outsourcing as we know it?
- ▶ What are the emerging real challenges experienced with cloud adoption?
- ▶ What policies are leading organizations adopting to deal with these challenges?

In this article we answer the first question.

TSUNAMI, OUTSOURCING OR CONVERGENCE

Let's start with dispelling some myths. There are three current stories about cloud computing, which, our most recent research suggests, mislead us about its real business meaning.

The Tsunami Story sees the effects of cloud computing as sudden, quick and overwhelming. On this account, cloud is big, different and transformational with business transformation and innovation largely built in, and the business uses obvious. This story part of the belief system of cloud suppliers is often conveyed in the media. On the evidence of our latest research, nearly half of senior

business executives think that cloud computing can transform their businesses within the next two to three years.

The Outsourcing Story sees cloud computing quite quickly replacing the CIO and IT function. IT will be done to scale and commoditized, and will best be outsourced and deployed on a rental, pay-as-you-go basis. This is the story communicated by pictures of huge server farms, held to be the dominant future cloud computing model. Traditional technology and service providers are under threat here because clients outsource their technology platforms to newer players, set to provide cheaper, faster, more flexible technologies, which will increasingly lead to Business-

Process-as-a-Service offerings. The actual findings on cloud computing and IT outsourcing are more complex than this, as we reveal below.

The third, Convergence Story, is closer to reality, seeing cloud computing as the convergence of the evolution of two strands: technological innovation based around data centers, the Internet, networks, and virtualization; and a distinct service-based perspective on computing. This story tells us what it is, and where it is in terms of evolution as of 2014/15.

However, this story does not tell us what cloud computing can lead to, and what the challenges are in getting there.

5 MAJOR CLOUD TRENDS

Our most recent survey and case research reveals a much more complex outlook on cloud computing over the next five years. Based on our research, we believe that the narratives above all overestimate the short-term impacts of cloud computing, while underestimating the long-term effects.

Our work suggests five major trends:

1. Cloud computing is becoming the harbinger of the service dimension in the external IT and business services industry. Historically, the performance here has been mixed. Our research this year suggests this pattern continues with cloud computing offerings, with real challenges on contracting, service support, and flexible deployment with anything other than fairly straightforward, discrete deployments.

2. A continuing trend from offering IT products to providing business services. This again is a difficult voyage for suppliers, but on our survey and case evidence, one that many have been actively embarking on over the last two years. By the end of 2014, up to one third of clients are deploying at least one Business-Process-as-a-Service application in major areas such as F&A, HR, Procurement or Customer Support.

3. In-house IT leaders are becoming high-performing and business-savvy IT-sourcing architects. The evidence here is that in-house functions have a lot still to do if they are going to manage the future world of hybrid and IT and cloud computing. Our recent work suggests that nearly two thirds do not have the right talent in place to deliver on their cloud computing agenda, especially the management of external service providers.

4. A reconfiguration of the supply industry is already underway, but this is a long-term transformation, and

will take much longer than five years to make its full impact felt. But we can already find strong evidence of consolidation, rethinking offerings and structures, innovation and new collaborations. Most traditional service providers are fully aware of where they need to be though our most recent evidence suggests client benchmarks on what is expected in the next round of contracts have been upped considerably over the last two years. A majority of clients are looking for more proactiveness and innovation from future suppliers, and expecting more collaboration, continuous improvement and automation as a matter of course. The larger clients are looking also for global delivery and scale as well as industry-specific services. Expectations of new technologies are also high. In particular, clients want providers to bring skills to bear on cloud computing, mobile computing, social media and business analytics for operational use.

5. There will be innovations in business models. Except for those “born in the cloud,” this is going to take at least a decade to work through for the vast majority of organizations, despite the tsunami rhetoric, the over-promising by providers, and the wishful thinking of many senior business executives. Our research has uncovered major challenges to moving to the fully digitally enabled business that we call “the cloud corporation” (1). We will look at these challenges in the second and third articles in this series.

CLOUD AND THE DIFFUSION OF INNOVATION

The distinctive features of cloud computing offer many potential opportunities for business innovation, particularly given its service (and service quality) focus, coupled with the flexibility that new technology delivery mechanisms provide. However, our most recent research finds good reasons for qualifying the assumption of frictionless innovation arising from cloud adoption. The pattern, instead, may well follow past diffusions of other potentially powerful technological innovations, including the Internet itself.

The technology innovations will move in packs covering base technology, and technical service and process innovations. With cloud these innovations in combination are likely to be radical and disruptive, if over a longer time period than many are anticipating. Why is this? Firstly, cloud computing will go through three phases – invention, commercialization and diffusion – and even by 2014, was still mainly in the commercialization phase. Secondly, the diffusion of innovation is rarely steady and linear. Thirdly, cloud and its users are on a learning curve that will take considerable time to climb before the sizeable impacts anticipated actually materialize.

There are important antecedents that have to be in place for cloud to be adopted. Does it give relative advantage? Is it compatible with existing ways of operating? What is the risk level? Is it too complex and administratively and managerially difficult? Is it trialable with tangible outcomes? Is technical support given? We continue to find in our most recent survey continued caution on most of these questions, and, as of 2014/15, concerns also about organizational readiness for innovation, and the quality of implementation processes.

Once these questions are being positively answered, however, from a business executive perspective, the innovation plan then is relatively easy to state, but much more difficult to make the right choices on: navigate the hype, test out the capability, find the useful application, ensure the capability to leverage, and learn further how to exploit the innovation for strategic, business purpose.



The second part of this article will be published in the March/April issue of PULSE.

1. Willcocks, L., Venters, W., and Whitley, E. (2014) Moving to the Cloud Corporation. Palgrave, London. Our grateful thanks to Drs. Venters and Whitley for their foundational work on many aspects of cloud computing dealt with in this paper. This article series further draws upon a preliminary analysis of survey research completed in late 2014 and detailed 2013-2015 case research by the authors.



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Cynthia J. Kearney, VP, Global
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Johnson & Johnson, Raritan, NJ;

Atul Vashistha, CEO, Neo Group,
Pleasanton, Calif.

First board meeting: April 15, 2005

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The Outsourcing
Standards Board

Committees:

Training &
Certification,
Membership,
Advocacy &
Outreach,
Corporate Social
Responsibility (CSR)

CHAPTERS

First chapter:
Chicago in 2005

**First topical/
industry chapter:**
Sales & Marketing
in 2006

COMMUNICATIONS & CONNECTIONS

First social media: IAOP posts photos
from The 2010 Outsourcing World
Summit on Facebook on May 4, 2010.

First issue of PULSE: Sept/Oct. 2012

First mobile app: February 2015

IAOP MILESTONES OVER



CERTIFIED OUTSOURCING PROFESSIONALS

OPBOK Created: 2005

Birth of COP Program: 2006

First Master Class: April 2006 at Rizzo
Conference Center in Chapel Hill, NC

First COPs: A class of 21 who paved
the way and set the standard:

Vinny Caraballo, COP, President,
Global Targeting

Jagdish Dalal, COP-GOV, Chief Advisor:
Thought Leadership, IAOP

Darren Dasburg, COP, VP, MedImmune
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Specialist, Chrysler Financial

Joann Martin, COP, Program Director,
Symantec

Nancy Maze, COP, SVP, Firstsource

William P. Metz, COP, Senior Director,
Walmart

Jean-Francois J. Poisson, COP, VP,
Fiera Axium Infrastructure

Paul Quaglia, COP, CIO, Scientific Games

Gafoor Sarang, COP, Manager, Mondelez

Gad Selig, COP, General Manager,
GPS Group

Bobby Varanasi, COP-GOV, CEO,
Matryzel Consulting

RECOGNITIONS

First Global Outsourcing 100 list: 2005

Outsourcing Hall of Fame founded: 2006

First Hall of Fame inductees:

Filippo Passerini, Global Services Officer and CIO, Procter & Gamble and Paul D. Spence, CEO Outsourcing Services, Capgemini

First GOSRIA award: 2012 to CBRE

EVENTS

First event as IAOP:

The 2005 Outsourcing World Summit, San Diego, Calif.

First European Summit:

The 2008 European Outsourcing Summit, Barcelona, Spain

First Asia-Pacific Summit:

The 2009 Asia-Pacific Outsourcing Summit, Kuala Lumpur, Malaysia

First Latin America Summit:

The 2011 Latin American Outsourcing Summit, Cartagena, Colombia

BY THE NUMBERS:

Professional Members represent more than 600 organizations from 58 countries.

More than 2,000 Professionals hold certifications from IAOP.

Nearly 10,000 individuals have participated in one or more chapter meetings since we launched our first chapter in 2005.

OUR FIRST DECADE

PARTNERSHIPS

First Media Alliance Partner:

Fortune Custom Content

First Academic Alliance Partner:

Duke ORN

First Corporate and Professional Development Alliance Partner:

Quint Wellington Redwood

IAOP AROUND THE WORLD

Events and classes have been held in these locations:

Bangalore, India

Barcelona, Spain

Brussels, Belgium

China
(Beijing, Hong Kong, Shanghai, Shandong)

Colombia
(Bogota, Cartagena, Medellin, Barranquilla)

Copenhagen, Denmark

Guatemala City, Guatemala

Kuala Lumpur, Malaysia

Lisbon, Portugal

London, UK

Mexico City, Mexico

Moscow, St. Petersburg, Russia

Paris, France

San Jose, Costa Rica

Singapore

Sao Paulo, Brazil

Sydney, Australia

Toronto, Canada

IAOP Geographic Chapters:

Australia

Beijing

Brazil

Brussels

Canada

Colombia

Costa Rica

Eastern Europe

Hong Kong

India

Italy

Malaysia

Mexico

Nordic

Russia

Shandong

Shanghai

Singapore

Sri Lanka

United Kingdom & Ireland

U.S. –
Atlanta, Chicago, Charlotte, Midwest, Minnesota, New England, New York, Northern California, Pacific Northwest, Rocky Mountain, Southern California, Texas, Washington, D.C.

West Africa

Happy Birthday IAOP! Thanks for blazing the trail and defining the professional track and standards for us in the outsourcing industry. I have benefited from all the great work personally and have made many friends through IAOP along the way. Congratulations and wishing you many more!

Best,
Kurt Kohorst, COP
Senior Vice President, Head of Productivity Solutions Group,
Resource Pro

Congratulations to IAOP
and to Debi, Mike and all
the staff... Happy Birthday!

- Rich Etzkorn
Executive Managing Director, Principal,
Cassidy Turley

Happy 10th birthday IAOP.
Your contributions to the industry over
the last decade have been invaluable.

- Neil Hirshman
Partner, Kirkland & Ellis

Congratulations to Mike and Debi and everyone
at IAOP! We wish you great success for
the next 10 years!

- Bill Hall and Kyle Andrews
Partners, Pretium Partners

Happy 10th Anniversary and thanks
for advancing the outsourcing
profession, from the 520,000
employees at ISS.

It started with a crazy idea and became reality. IAOP paved the way to what we now call the outsourcing community. It sits at the helm of the outsourcing industry and is viewed as the hallmark of excellence in outsourcing, bringing with it a global distinction of quality and integrity in standards and practices to the outsourcing professional. Thank you Mike and Debi for your leadership. Congratulations on an impactful and memorable decade. You have made a positive, enduring difference to the outsourcing profession!

- Julia V. Santos, COP
Executive Markets Leader, Ernst & Young

Congratulations IAOP on your first decade! A very big Happy Birthday. Best wishes from Ian Ferguson on behalf of O!swang and the IAOP Singapore Chapter.

- Best regards,
Ian Ferguson Partner, O!swang

Germany Trade and Invest
wishes a Happy 10th birthday
to IAOP.

Sincerely,

Dr. Josefine Dutschmann,
Germany Trade and Invest Berlin

Mr. Omar Oweis,
Germany Trade and Invest Washington

Dear IAOP Team, and personally Mike, Debi,

Thank you all for the impact you've made on developing the outsourcing industry globally. Outsourcing professionals in Russia and ASTRA Association appreciate your kind and professional support of all our local activities including industry events, publications and educational programs. We wish IAOP a happy 10th birthday and look forward to continuing and developing our cooperation for many years ahead!

- From ASTRA and Russia with love,
Sergei Makedonski
ASTRA Association President
IAOP Russia Chapter Co-Chair and
IAOP Eastern Europe Advisory Board Co-Chair

Happy Birthday to IAOP!

What a wonderful milestone for an important professional organization.
All the best, Sean Heston, COP, Senior Director, CBRE

Happy Birthday IAOP.

It has been very exciting to me being a member for 10 years. I hope we can have more excitement, association and knowledge for more years to come. Thanks Mike and Debi for putting it all together.

- Mauricio Velásquez, COP
Board member since 2007 and
IAOP Latin America Ambassador

Dear Michael and Debi,
Thank you for welcoming academics into IAOP.
Everything we learn gets funneled into the classroom,
preparing the next generation of sourcing professionals.
Here's to the next ten years!

- Mary Lacity, COP
Curators' Professor of Information Systems,
College of Business, University of Missouri-St. Louis

Debi & Mike,
We are so proud of what our association has accomplished
under your leadership in 10 short years. We are lucky to be part of
something so special and can't wait to see what the next 10 bring.

Happy Birthday, IAOP!
The IAOP Team

Happy 10th Birthday IAOP!

Congratulations to IAOP on its 10th
anniversary! Here's to another decade
of stewardship for an industry that's
reshaped global economics.

- Anupam Govil
Partner, Avasant

Thank you for your leadership
and contributions over the last
10 years to our profession. Know
that the next decade will be
as glorious.

Gratefully,
Atul Vashistha, COP Founder,
Neo Group & Supply Wisdom

Happy Birthday IAOP!

Thank you for your leadership advancing the
agenda of outsourcing, as both a business
model and a profession for customers, advisors
and service providers. Best wishes for
many years of continued success evolving
outsourcing as a solution for enhancing
quantitative and qualitative outcomes for
customers and practitioners around the world.

- John C. Maher, COP
Executive Managing Director, CBRE

Happy Birthday, IAOP!

- Paul Duagha, COP
CIO, Scientific Games

A decade of leadership in
stitching together a diverse
industry - the world is indeed
thankful to IAOP. From Asia,
Africa and the Middle East,
here's wishing IAOP many
more decades of excellence.

- Bobby Varanasi, COP-GOV
CEO, Matruxel Consulting Inc.

Congratulations Mike & Debi.
The two of you have made a
tremendous difference in advancing
the sourcing profession

- Bill Metz, COP, Senior Director,
IT Sourcing & Vendor Management
Walmart

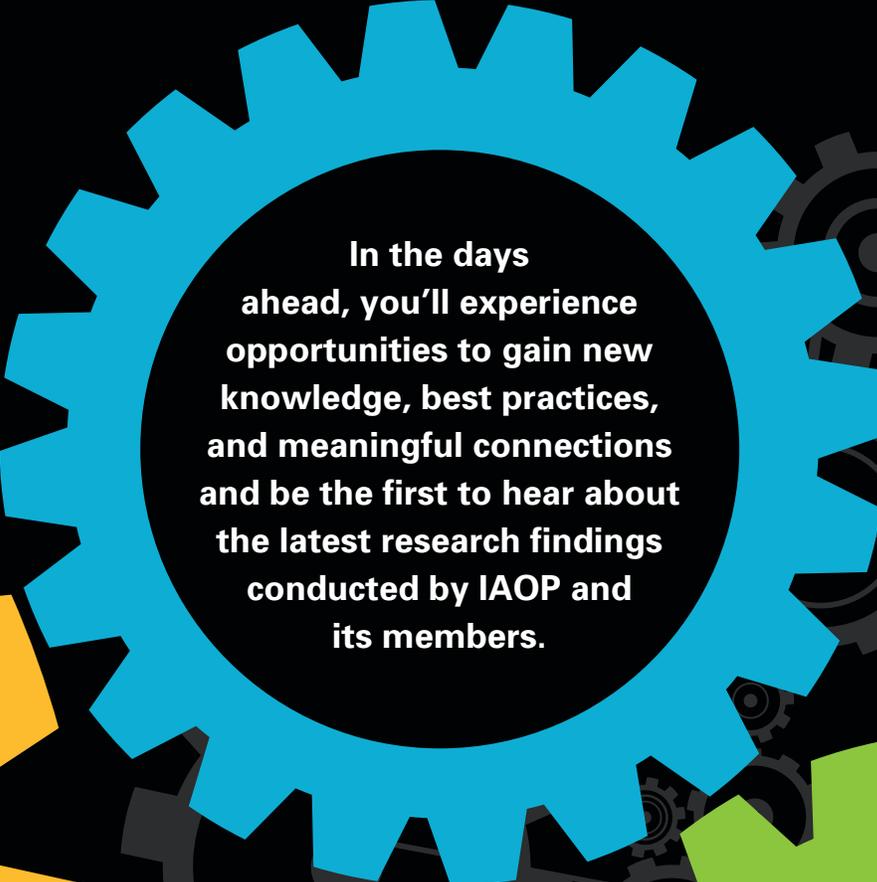


THE 2015 OUTSOURCING WORLD SUMMIT GUIDE
FOR THE MINN
RE-IMAGINED
OUTSOURCING



**YOU ARE
HERE!**

AT THE CENTER OF LEARNING,
NETWORKING, COLLABORATION
AND INNOVATION.



In the days ahead, you'll experience opportunities to gain new knowledge, best practices, and meaningful connections and be the first to hear about the latest research findings conducted by IAOP and its members.



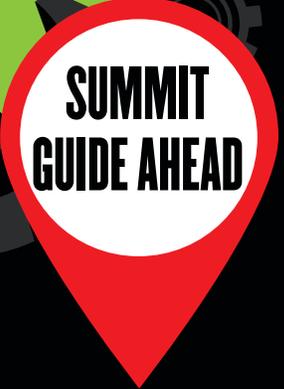
The things you once thought true will be challenged.



In this exclusive Summit guide, we give you the highlights on the sessions and speakers, training and tracks, networking and more you don't want to miss this year at the JW Marriott Desert Ridge in Phoenix, Arizona.



You'll make new discoveries as "Outsourcing is re-imagined for the Win."



**SUMMIT
GUIDE AHEAD**

IN THE
MAIN TENT



UNLEARNING FOR THE FUTURE

GLOBAL FUTURIST AND BEST SELLING AUTHOR JACK ULDRICH

While most people come to conferences to learn (and you'll do plenty of that at OWS 15), here's a new approach. In his keynote address on Feb. 16, Global Futurist and Best Selling Author Jack Uldrich will ask you to "unlearn."

With today's reality of exponential change, Uldrich says organizations must first unlearn old, obsolete knowledge and old ways of doing business before they can seize tomorrow's opportunities.

"Unlearning is an absolutely critical component of preparing yourself for the future," he told PULSE. "There were certain things you learned about outsourcing that were true last year or in the past that aren't necessarily true today."

A renowned global futurist, independent scholar, sought-after business speaker and best-selling author, Uldrich has been hailed

by Business Week as "America's Chief Unlearning Officer." He will demonstrate how unlearning can help successfully navigate a future where the pace of scientific and technological knowledge is doubling every seven years; how to prepare for competition that doesn't yet exist; and how to seize opportunities which are, today, only on the periphery of the imagination.

"There are trends that will require you to rethink your existing job," Uldrich says. "If you can unlearn and let go of your assumptions, you'll be more open to new opportunities, new ways of seeing the world and beginning to find new ways to serve your customers and identify potential new clients." In his presentation at 12:45 p.m., he'll likely talk about advances in wearable technology, video communications technology, artificial intelligence, big data and the "Internet of Things."

Be prepared to come in as a clean slate and leave thinking deeper about what you believe to be true.

A TRACK FOR YOU

CHOOSE FROM MORE THAN 45 EDUCATIONAL TRACK SESSIONS PRESENTED BY THE INDUSTRY'S LEADING THINKERS IN THESE CUTTING-EDGE AREAS:

- 1 -

Cloud, Big Data, Automation and Beyond

- 2 -

ITO's Next Generation

- 3 -

Redefining the Outsourcing Relationship: New Models for Collaboration

- 4 -

Managing in Today's Complex, Multi-Vendor Environment

- 5 -

Taking Your Sourcing Program to the Next Level

- 6 -

Voice of the Customer

- 7 -

Outsourcing In Action

- 8 -

The People Factor

- 9 -

Risk Mitigation: Cyberland & Geopolitical Focus

IAOP'S TENT TALKS

This trio of fast-paced 10-minute sessions will create thought-provoking conversation to take you through the Summit. Find out what the number one projected trend in outsourcing is for 2015 and learn about the latest in global business services, CSR and employee motivation.

Join our panelists leading these talks on cutting-edge topics: Atul Vashishta, COP, CEO, Neo Group; David J. Brown, Global Lead, KPMG; and Peter Ankerstjerne, aCOP, Head of Group Marketing, ISS World Services, on Feb. 16, from 1:30 to 2 pm.

STATE OF THE INDUSTRY

An annual Summit Highlight, find out about the latest industry trends based on our members responses from IAOP's State of the Industry survey, produced with the support of ISG, in a keynote on Feb. 17, starting at 9 a.m. Jag Dalal, COP-GOV, Chief Advisor, Thought Leadership of IAOP, will present the results with ISG and explain what the data from the largest industry survey means for you now.

How to prepare to get ahead of the next big thing.

VIEW FROM THE C-SUITE

Emerging technology megatrends will require a new paradigm in operation and thinking. Scott Singer, COP, Head of Global Business Services and CIO, Rio Tinto, will share his views on making the shift to stay ahead of the curve.

Singer, also a 2015 inductee into IAOP's Outsourcing Hall of Fame, will speak on Feb. 17 at 9:30 a.m.

For more on his technology thoughts, see our interview with Singer in the View from the C-Suite.

Making the shift to stay ahead of the curve.

IN THE MAIN TENT

THE CASE FOR IMPACT SOURCING

Impact Sourcing helps connect high-potential but disadvantaged individuals to job opportunities in the services sector, offering value for business and also providing opportunities for individuals to improve their lives, the lives of their families and communities.

This session on Feb. 18, 10:15 a.m., will look at the business case for impact sourcing and present results about the business and social benefits of impact sourcing and how to integrate impact sourcing into your service delivery portfolio.

GEOPOLITICAL RISK AND OUTSOURCING

Political, economic and societal unrest can create uncertainty in offshore decision-making. A round-table of buyers, providers and advisors will delve into challenges and discuss best practices to look at when considering global risk and outsourcing.

Participants include practitioners from Avasant, PwC, Genpact, Accenture, Inter-American Development Bank (IDB) and Cisco in this session on Feb. 17 at 10:15 a.m.



OUTSOURCING TALENT 2015

Talent is a top competitive asset in outsourcing. But how much R-E-S-P-E-C-T are professionals working in it getting, what salary levels are they getting compensated at and is HR involved in key strategic areas of outsourcing?

In its Outsourcing Talent 2015 survey, jointly developed by IAOP and Kelly Outsourcing and Consulting Group (KellyOCG), questions like this were posed to customers and provider/advisor organizations. Highlights of the results will be unveiled at a general session on Feb. 18, starting at 9:30 a.m.

Hear about the evolution of outsourcing as a profession and what's next from Mike Corbett, IAOP Chairman, and Teresa Carroll, SVP, General Manager, KellyOCG, during this session as they discuss business drivers for outsourcing, HR involvement in outsourcing talent management and strategy, career progression for outsourcing professionals, and compensation for outsourcing professionals.

"Given the desire by large companies to use outsourcing both for cost reduction as well as competitive agility – fueled by a growing acceptance of free agency among top-flight professionals – talent leaders must begin treating outsourcing and outsourcing professionals as a critical strategic capability rather than a tactical tool," the report found. "Put more simply: the profession must be treated with greater discipline and respect."

Among other findings to listen for: What positions are the highest paid? Are companies losing good talent to the competition because of compensation? Is HR being asked to develop talent management strategies for outsourcing professionals? And what does it all mean for you in your current and future career?



NORTH AMERICA ACADEMIC WORKSHOP A NEW SUMMIT EVENT!

The first annual North America Academic Workshop, hosted by ISG, will bring together academic researchers and industry practitioners to explore important new issues and challenges in global outsourcing. During the workshop on Feb. 15, academic researchers will present serious papers to their peers, as well as gain feedback on how these issues are handled in real world situations by customers and providers of outsourcing services. IAOP's Academic Organizing Committee for the Workshop consists of Ron Babin, DBA, COP, Ryerson University; Leslie Willcocks, COP, of the London School of Economics and Joe Rottman, University of Missouri – St. Louis.

MOBILE & SOCIAL MEDIA

You'll be on the move at the Summit and our free mobile app makes it easier than ever to stay connected and not miss a beat.



With the new Outsourcing World Summit app, use your mobile device to:

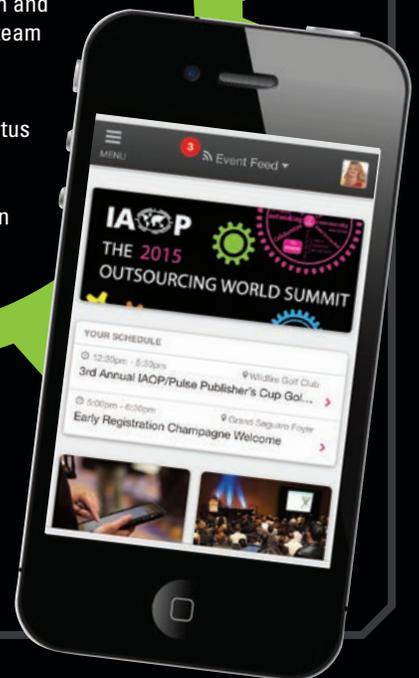
- Find a meeting room
- Plan your own schedule and meetings
 - Read bios on speakers
- See who is exhibiting in the Global Services Mall
 - Receive updated information and countdowns from the event team

You can also :

- Update your Facebook status
- Post to Instagram
 - Tweet and
- Share with your LinkedIn groups right from the app

GET SOCIAL WITH US!

Use #OWS15, #OutsourcingWorldSummit or #IAOP.
The mobile app can be downloaded from your mobile device at:
<http://eventmobi.com/OWS15>



THE SOCIAL SCENE

PUBLISHER'S CUP GOLF

Start the networking and fun at the 3rd Annual IAOP/PULSE Publisher's Cup Golf Tournament on Feb. 15 at Faldo Championship Course.

Join anchor sponsor KPMG, your colleagues and delegates for the 12 p.m. shotgun start for this Texas Scramble with a few twists!

The enjoyable day on the greens includes:

- An 18-hole round of golf, golf cart
- Use of practice facility
- Golf gift pack, boxed lunch
- Beverage coupons
- Tournament prizes

A NEW FAVORITE WAY TO KICK OFF THE SUMMIT



CHAMPAGNE RECEPTIONS

Raise your glass to toast the early start of the Summit on Feb. 15 from 5 to 6:30 p.m. when you can also pick up your badges and conference materials at the registration desk.

The Summit's exhibition hall opens with a reception on Feb. 16, 5:30 to 7 p.m., hosted by IAOP Founding Member, Accenture. Enjoy cocktails and hors d'oeuvres and join fellow delegates in a free-flowing exchange of ideas while visiting exhibition booths showcasing the best in outsourcing from around the world.

A closing Cocktail Reception in the Global Services Mall will be held on Feb. 17 from 5:40 p.m. to 7:15 p.m. for a final chance to meet the exhibitors and network with fellow delegates.



CUSTOMER ONLY AND PROVIDER/ADVISOR NETWORKING SESSIONS

The time has been extended from 9:30 to 12:30 p.m. on Feb. 16 for more networking this year with like-minded professionals. Meet early in the conference to make even stronger connections and ask the questions you want answered. The key topics that emerge will be discussed in greater detail at the networking on Feb. 18 at the Table Talk Networking Breakfast.



POWER DINING!

There's no need to lose valuable time making connections.

Network while you dine! The Summit Kick-Off luncheon will be held Feb. 16 from 11:30 a.m. to 12:30 p.m. Start the day with a continental breakfast in the Global Services Mall on Feb. 17 at 7:30 a.m. Delegates will discuss key topics in facilitated working groups over breakfast on Feb. 18 at 7 a.m. in Grand Sonoran G. And don't miss the Food for Thought Networking Luncheon on Feb. 18 at 1 p.m.



AWARDS LUNCHEON

It's an afternoon made for the stars as IAOP salutes individuals, teams and members at its annual Awards Luncheon on Feb. 17 at 12:45 p.m.

Celebrate with us as we induct IAOP founder Michael Corbett, COP, and Scott Singer, COP, Head of Global Business Services and CIO, Rio Tinto, into the hall for their contributions to the industry.

We'll also recognize customer teams with the Global Excellence in Outsourcing (GEO) award, the recipient of the IAOP/ISG Global Outsourcing Social Responsibility Impact Award (GOSRIA), and our Members of the Year at this memorable event.



JOHN HINDLE
Founding Partner,
Knowledge,
Capital Partners,
will emcee
the event.

MEET THE EVENT TEAM

IAOP's team behind the scenes makes the annual Outsourcing World Summit and other IAOP events run seamlessly. They do it all from helping book hotel reservations and registrations to planning special events and booth space; and coordinating with presenters and sponsors. From left to right:

Beryl Sorensen, Manager, Delegate Services
Amanda Safdar, Director, Global Events
Nikki Dembicki, Office Manager



**SEE YOU IN
ORLANDO!**

**SAVE THE DATE now for The 2016
Outsourcing World Summit, Feb. 15-17, 2016
at Disney's Yacht and Beach Club.**



Meet the two-time world champions of outsourcing

For the second year in a row, the International Association of Outsourcing Professionals has voted ISS the world's best outsourcing service provider

At ISS, there are many things that make us who we are. Global experience. Innovative technologies. Industry-leading processes. But the real secret to our success is our motivated, flexible, and compassionate team of employees. Every day over 530,000 of us are facilitating our customers' purpose through The Power of the Human Touch, understanding and empathising with their needs, and doing everything we can to make things run smoothly. We do so much more than just provide a service. ISS is all about people – with ease, experience, and effectiveness, our people enable you to focus on your core business.

We care for your business as if it were our own – and that's why we are number one for the second year in a row.

THE POWER OF THE HUMAN TOUCH



TECHNOLOGY THAT ENABLES **BUSINESS TO PERFORM**

LEVERAGE DIGITAL AND
ENTERPRISE FUNCTION TRANSFORMATIONS

Hear HCL leaders, **Steve Cardell**, Executive Vice President, Application Services and Diversified Vertical, and **Raghu Kidambi**, Senior Vice President, Business Services talk about futuristic technologies that transform businesses.

SESSION 1

The Challenge of the Digital Enterprise: It is not about the CMO, it is about the CIO and the approach.

SESSION 2

How to transform your Enterprise Function and gain business agility, flexibility, and scalability.



For more details, please visit HCL booth #37 at the exhibition, or contact: JOE HOGAN | Email: joe.hogan@hcl.com | Phone: 214-674-0002

HCL

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HOT SPOTS



UNITED KINGDOM Established, Confident Destination



Location: Islands in Western Europe; includes the northern one-sixth of Ireland – between the North Atlantic Ocean and the North Sea.

Population: Approximately 64 million. England is the most populous of the countries, which also include Wales, Scotland and Northern Ireland.

Language: English is the official language; other languages include Scots Gaelic, Welsh, Irish and Cornish.



WE ALL CAN AGREE THAT THE UNITED KINGDOM HAS GIVEN THE WORLD NOTHING SHORT OF GREATNESS

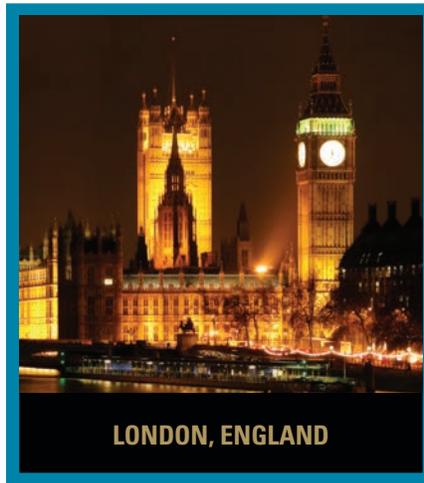
The Royal Family, William Shakespeare, the Beatles, the Rolling Stones, David Bowie, Queen, David Beckham ... while that list could take us into next week, the United Kingdom is also famous for its castles, fish and chips, lush green countryside, Stonehenge, Big Ben, Wimbledon, Oxford University, museums ... pubs, pubs and more pubs. We all can agree that the United Kingdom has given the world nothing short of greatness. Next time you check your email, thank Tim Berners-Lee, as this Brit is credited with inventing the World Wide Web.

OUTSOURCING: Depending on who you speak to, the United Kingdom is arguably the most mature outsourcing market in the world. PULSE spoke with Adrian Quayle, Managing Partner, Avasant Europe, who said that UKers have been outsourcing since the early days, when some of the biggest deals were done. It is now considered a common model across all sectors of industry and commerce. Many organizations are on their second and third generations of outsourcing deals. He stated that for many, vendor management and service provider management have become integral parts of management, which years ago, didn't even exist.

According to Quayle, growth-wise the United Kingdom is a leading developed economy and many corporations who outsource are headquartered here. Years ago the trends were to outsource externally, but maintain it onshore –

outsource business to business. Over the years the trend changed with the rise of offshore model outsourcing. Today, nearshore destinations such as Poland and Czechoslovakia are very active, but there also is a current trend to bring back a local presence in outsourcing, with many organizations putting forward incentives to bring work back onshore, especially in repatriating back office operations.

According to Information Services Group and reported in the Financial Times, in recent years British outsourcing companies have strengthened their grip on public sector contracts. Shared contracts held by UK-based companies increased from 40 percent ten years ago to 61 percent this year.



LONDON, ENGLAND

THE BOTTOM LINE: Across Europe, investor confidence is strongest in the United Kingdom. According to the World Bank, it is easier to do business here than any other economy in Europe. Companies looking to do business in the United Kingdom have a wide

array of opportunities and overseas organizations wanting to increase profitability and competitiveness have easy access to new and existing customers, development of new products, finding new suppliers, and have easy access to do more business in other countries across Europe. Another draw is that this year corporation tax was cut to 21 percent – the lowest of the six biggest EU economies.

Story by Kate Tulloch-Hammond

IRELAND

Optimistic Outlook for Economic Rebound



Location: Western Europe, occupying five-sixths of the island of Ireland in the North Atlantic Ocean, west of the United Kingdom.

Population: Approximately 5 million; more than 25 percent live in Dublin, the capital of Ireland.

Language: Two official languages: English and Irish (Gaelic – spoken mainly in areas along the western coast).

“EMPLOYERS ARE MUCH MORE CONFIDENT THAT IRELAND HAS FINALLY TURNED THE CORNER AND IS NOW ON THE PATH TO SUBSTANTIAL GROWTH”

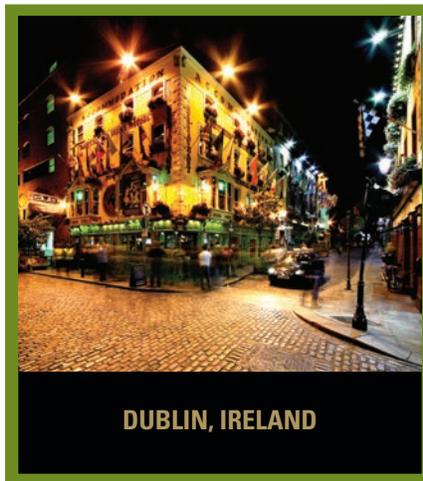
– JONNY EDGAR, OPERATIONS MANAGER AT MANPOWER IRELAND

A myriad of things are synonymous with Ireland ... St. Patrick's Day, shamrocks, Irish whiskey and Guinness may be among the first that pop into your head. But some of the world's greatest literature came from the pens of these Irish writers; Jonathan Swift, Bram Stoker, Samuel Beckett, Edna O'Brien, James Joyce, Oscar Wilde and Maeve Binchy. You can thank John Joly, the Irish inventor who created color photography, for the eye-pleasing pics on this page; he truly changed the way we see the world.

ECONOMY: A modern, trade-dependent economy, after the onset of the global financial crisis, Ireland in 2008 entered into a recession. That same year, Brian Cowen became the Taoiseach (head of government) of Ireland. In November 2010, as concern for Ireland's financial stability grew, Cowen accepted a \$92 billion loan package from the European Union and the International Monetary Fund to help Dublin recapitalize Ireland's fragile banking sector.

In March 2011, Enda Kenny became Taoiseach and since entering office has intensified austerity measures to meet

the deficit targets under Ireland's EU-IMF program. Since Kenny took office, Ireland's economy has grown slowly, but in 2013 was able to reduce its budget deficit to 7.2 percent of GDP. In late 2013, Ireland was able to formally exit its EU-IMF bailout program.



DUBLIN, IRELAND

2014 AND BEYOND: Since the beginning of 2014, Ireland's economy has increased by almost 8 percent, which puts the Irish economy as the fastest growing in the European Union. After a surge in business investment and exports its GDP increased another 1.5 percent in the second quarter. Ireland's economic recovery appears to be strong and stable and is largely driven by business done overseas. The main driver of the Irish recovery has been trade. Exports were up nearly 16 percent for the year.

According to international recruiter Manpower, in the first quarter of 2015, employers in Ireland expect to grow staff numbers across most industry sectors.

Story by Kate Tulloch-Hammond





View from the C-Suite: IAOP's Michael Corbett

Outsourcing Association *Orchestrator*

It all started with a group of like-minded individuals with the same goals and passions.

Amidst the negative outsourcing press in the early 2000s, they were looking for a way to help them and others improve results, build awareness and recognition, and better communicate their roles during changing times.

Banding together, they would be stronger, learn from each other, raise each other up to higher standards and get greater outcomes.

A pioneer in outsourcing's early days, Michael F. Corbett was the visionary leader who brought these individuals working in customer, provider and advisor organizations together to support them for the first time as "outsourcing professionals."

And the International Association of Outsourcing Professionals was born.

INTERVIEW BY SANDY FRINTON



decade later, IAOP has become so much more than originally envisioned. Recognized for its excellence, integrity and high-quality standards, IAOP is a large, impactful global community where outsourcing professionals can collaborate and share knowledge to improve outcomes.

PULSE sat down with Corbett, COP, IAOP's founder and chairman, before his upcoming induction into the Outsourcing Hall of Fame to talk about the early days, highlights over the past 10 years, the latest detective and spy books on his Kindle, and his fascination with physics.

P: How did you get involved in outsourcing?

M: I got involved with outsourcing while I was with IBM in the late 1980s. I did some of the strategy work and was part of a large team that got IBM into the outsourcing business. I wrote what may well be the first research report on IT outsourcing published by Frost & Sullivan in 1989 and then spent the next 10 to 15 years focusing on outsourcing as a management practice.

P: How did you end up starting IAOP?

M: I was working with senior executives in the outsourcing industry. Outsourcing was truly a profession but it wasn't getting recognized. People who were doing this day in and day out, whether they were customers, advisors or providers, were really developing a new skill set and professional capabilities. But no one was wrapping that cloak of "professional" around them. People talked about it and there were some early efforts by different people to form an association.

P: What turned the talk into reality?

M: In 2004, we thought it was time. The industry was at an inflection point that would be critical. There also was a real groundswell of reports that outsourcing didn't work and executives weren't happy with the value they were getting. So there was a lot of negative press about

outsourcing as a management practice. We felt that it was exactly the right time to launch IAOP. If outsourcing was going to work, a professional association was needed to start recognizing the people who design, implement and manage these relationships, providing them with professional recognition and the support needed to do their jobs well.

P: When did IAOP officially launch?

M: We started kicking around the idea and it got a lot of support. We announced we were going to create the association at The 2005 Outsourcing World Summit in San Diego. We had a core group of people on board. We used the entire event as a focus group and got a lot of good ideas.

“ IAOP has brought together customers, providers and advisors in a collaborative, knowledge-based environment that promotes professional development, recognition, certification and excellence. ”

P: Why did you decide to focus on all individuals involved in outsourcing relationships and not just one specific group?

M: We treated everybody the same. From the very beginning, we said "you are an outsourcing professional" and we are going to design programs for you as an outsourcing professional. And then we can provide additional support for you to be good at your particular job. But first and foremost, you are an outsourcing professional.

That was key to what we were trying to do.

P: What work was done at the offset to form the association?

M: We had a board of advisors made up of key players in the industry, representing customers, providers and advisors. We took a year, working with the board and early members, to put together all the programs IAOP has today: Certified Outsourcing Professional, Global Outsourcing 100, Chapter Network, Hall of Fame and a number of other programs.

It was a professionally challenging and exciting year. Everyone worked like crazy. By the time we got to The 2006 Outsourcing World Summit, we had a fully functional association with all the basic elements you would expect to see in any good professional association.

P: Is IAOP modeled after other associations?

M: We looked at what the best professional associations do. One that was most influential to us was the Project Management Institute (PMI). They have a similar management discipline. Project management cuts across every function within every business. There was a real synergy between what they accomplished over 30 years and what we wanted to accomplish.

P: Why do you think IAOP succeeded as it has?

M: We didn't know how big it would get or where it would go. We focused and stayed true to it. Fortunately, outsourcing continued to grow as a management practice and the need for professionals has continued to grow.

IAOP has been and continues to be successful not because of us but because of our members and others in the industry who truly believe in the power of outsourcing to improve businesses, deliver better products and services, and create opportunities for people. We are very fortunate the field we are in attracts people who are entrepreneurial, want to make a difference, care about what they are doing and are passionate about it. We were able to create an environment where they could flourish.

P: What are some of IAOP's highlights over the past decade?

M: I'm really proud of the COP program. We have taken hundreds of people through the COP Master Class and related programs, and certified nearly 2,000 professionals. We constantly get feedback that the people who have been through our programs and been certified by IAOP produce better results at their companies. We now are seeing companies include it in their recruiting materials and job descriptions, and customers putting it in RFPs. Companies see it gives them an advantage in the marketplace.

The second thing is the Global Outsourcing 100. We started it as a ranking that uses a selection process that



“ We constantly get feedback that the people who have been through our programs and been certified by IAOP produce better results at their companies. ”

replicates the process customers use. We're told that providers who participate in the program are actually better partners because they've learned how to determine and communicate their value. The Global Outsourcing 100 has become much more than a ranking and has really driven true value.

I'm also very proud of our global chapter network. Today we have more than 50 chapters, all led by multiple members of the association, who do their own programming and provide their own meetings. They are a tremendous source of thought leadership for the association.

P: What has IAOP become today?

M: We had set out to support the profession. What we've really done is create an environment where customers, advisors and providers come together in a collaborative knowledge-based environment that promotes professional development, recognition, certification and excellence, to drive professional results.



“ I’m an avid cyclist and runner. I did two century (100-mile) rides and several half-marathons over the past couple of years.”



P: What is your background?

M: I was a math and physics major in college. In the early 1970s, if you knew mathematics or physics you got drawn into the programming world. I worked at MetLife as a programmer and then I was hired into IBM. I pretty quickly found myself migrating from the technology to the business side and particularly the strategy and planning. That really carried through and it was natural for me to get involved in outsourcing.

P: What interested you about outsourcing?

M: Outsourcing was exciting and it still is today. It really gives you an opportunity to get involved with every industry, geography and function, and look at it with a new lens and from a different vantage point and say, “Hey, what if we did this?”

P: Tell us about your book - The Outsourcing Revolution.

M: I always wanted to publish a book on outsourcing. I was approached by a publisher (Dearborn) and spent 10 months of my life writing a chapter a month. The publisher pushed up the release date so it would hit the shelves the same day a book against outsourcing came out by Lou Dobbs (on CNN at the time).

P: What was the media climate like when you launched IAOP?

M: At that period, it was the height of the negative press about outsourcing. The fact that we were protested at The 2004 Outsourcing World Summit got us on the radar.

I was very proud of the way our members and staff handled what could have been a volatile situation. It was very professional. I think at the end of day we were five minutes behind schedule.

P: Who are your role models?

M: On the academic side, the late Peter Drucker. His writing around the topic of outsourcing was so insightful and I still reference the op-ed piece he wrote in 1988, “Sell the Mailroom.” He even predicted the social turmoil outsourcing would bring. Another role model of mine is the late James Brian Quinn, who I had the opportunity to recognize with an early outsourcing achievement award. His writing on outsourcing and innovation and technology was really groundbreaking.

P: What advice has stuck with you?

M: In the late 1990s, I served on the board of directors of Morrison Management Specialists. The CEO Glenn Davenport had a saying I think was very insightful. He said “never confuse effort with results.” It’s very easy for individuals or organizations or companies to talk about what they do and not what they accomplish. Customers don’t pay for effort, they pay for results and that’s what we should all be focused on every day.

The other advice I got was to get around good people and treat them well. Find people who are good at what they do and have integrity, make them part of your network, and treat them with respect and really honor what they offer. In a way, that’s what we’ve done here at IAOP with our outstanding members, as well as our talented staff.

P: Tell us about the friendships IAOP has formed over the years.

M: We have board members today who were with us from the start. This really is a network of people who are passionate about what they do and that draws them together, and they stay connected and friends through the decades. We met John Maher (of CBRE) at our first outsourcing conference in 1996. He came up to us at the end of the event and said “I love what you’re doing, how can I help and here are some ideas I have.” It’s really important to recognize quality people when you meet them, and put in the effort to develop good mutually supportive and respected relationships because that’s really the basis we need to build on to have an impact in a world that is so complex and changing as it is.

P: What books do you like to read?

M: I am a detective and spy novel junkie. I read books by Michael Connelly and Vince Flynn. I still read really cool physics books. I’m currently reading *The End of Time: The Next Revolution in Physics* by Julian Barbour. I am also a big fan of Ken Follett, who started with spy novels and is now known for the Century Trilogy, which are historically-based novels.

P: What else do you enjoy doing?

M: I’m an avid cyclist and runner. I did two century (100-mile) rides and several half-marathons over the past couple of years.

P: Congratulations Mike on your induction into the IAOP Hall of Fame. What does this mean to you?

M: From the very beginning, IAOP has been a team effort and this recognition really is for the association’s entire leadership team and dedicated staff. Personally, it is an honor to be nominated by the Advocacy & Outreach committee. I’m privileged to be in the same Hall of Fame as leaders like Peter Drucker and others who have influenced my thinking, as well as the many other thought leaders I’ve had the great pleasure to work with, know and learn from over the years. Thanks so much to the committee and members for their support.

Michael Corbett at a Glance



POSITION: Founder and chairman of IAOP

PRIOR POSITIONS: Was a Senior Manager at IBM for 16 years. Co-founded the Outsourcing Institute in 1994. Previously served as CEO of IAOP

BOARD POSITIONS: Served on the boards of MedPlans and Morrison Management Specialists

BOOKS PENNED: Author of *The Outsourcing Revolution: Why It Makes Sense and How to Do It Right* (Dearborn, 2004)

EXPERT TESTIMONY: Expert witness on outsourcing at hearings called by President Bill Clinton in 1996 and testified before the Office of Management and Budget’s Commercial Activities Panel in 2002

IN THE MEDIA: CBS Evening News with Dan Rather, CNN Lou Dobbs Tonight, Fortune and many other print and broadcast interviews

PAST CLIENTS: Bell Canada, CB Richard Ellis, Delta Airlines, U.S. Department of the Navy, General Motors, GlaxoSmithKline, Hallmark, HP, IKON, PwC, Unisys, VHA, Xerox, India’s NASSCOM, the People’s Republic of China

EDUCATION: MBA in Finance and Financial Management Services from Marist College in Poughkeepsie, NY and Bachelors in Mathematics & Physics from Dowling College

VIEW FROM THE C-SUITE

Scott Singer: Unearthing Outsourcing Opportunities at Rio Tinto



When Scott Singer was recruited to head Rio Tinto's procurement organization seven years ago from United Technologies, the opportunity to relocate from Connecticut to Brisbane was alluring. He had backpacked around Australia in the past and thought he could have a bit of adventure.

With nearly two decades of procurement experience at UTC in Hartford, including working with IBM as a charter client to outsource procurement in 1999, Singer also was interested in applying his

expertise from aerospace and defense manufacturing to a different sector for Rio's international mining operations.



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INTERVIEW BY SANDY FRINTON

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cepting the position, the intellectually and culturally curious Singer has enjoyed his adventures living in the Outback for five years and then moving to Singapore two and a half years ago with his career advances. He now serves as Head of Global Business Services and Managing Director, Singapore, for Rio Tinto.

Singer's background in outsourcing and globalizing services from UTC was valuable to Rio Tinto as it embarked on it in 2008, starting with outsourcing procurement and expanding it to Information Systems and Technology, Finance, HR and Group Property under his leadership.

For his many achievements to the management practice, Singer will be inducted into the Outsourcing Hall of Fame at The 2015 Outsourcing World Summit in Phoenix. He also will present a keynote address on his View from the C-Suite, Tuesday Feb. 17, at 9:30 a.m.

PULSE talked with Singer, COP, before his upcoming induction into the prestigious Hall about the latest SMAC trends in outsourcing, the outsourcing outlook in Asia Pacific, talent and training, the technologists that inspire him and his "flexitarian" diet.

P: Tell me about your current role as Head of Global Business Services?

S: I've been with Rio Tinto for seven years. I joined the company in January 2008 as Chief Procurement Officer. In 2011, I was appointed to lead Global Business Services, which is our integrated shared services organization for Rio Tinto. We have five service delivery functions or

"towers" within GBS: Information Systems & Technology, Procurement, Finance, People and Group Property. The common denominators cutting across all five towers are technology and we are strategically outsourcing relevant work.

P: Tell me about your role as Managing Director Singapore?

S: Singapore has emerged into a commercial hub for the company. I serve as the country head for Singapore and the senior executive to make sure the office is running in a smooth fashion. Part of my role is also government relations. Singapore is an important location for us because a lot of our minerals are shipped into Asia. China is the largest end-market for Rio Tinto. Japan, Korea and Taiwan are also important markets, and India is coming up. I've been living in Singapore for two and a half years. Prior to that I lived in Australia and I travel extensively. Singapore is a transport hub so it's convenient to get to Australia and London and the U.S.

P: How does Rio Tinto uses outsourcing and other sourcing strategies to achieve its goals?

S: My experience in outsourcing and globalizing services really goes back to when I was with United Technologies. We started doing that in about 1999. We were one of the first clients for IBM when they were selling their procurement outsourcing services. Between that deal and a number of other areas around strategic outsourcing, I really gained quite a bit of experience in early 2000s in

“ I've been living in Singapore for two and a half years. Prior to that, I lived in Australia and I travel extensively. Singapore is a transport hub so it's convenient to get to Australia, London and the U.S. ”





Scott Singer at a Glance

ROLES: Head of Global Business Services and Managing Director, Singapore for leading international mining group, Rio Tinto

TEAMS: Supported by a team of over 3300 people based at 50 Rio Tinto sites across the world on five continents

PRIOR TITLES: Before taking on the role of head of GBS in November 2011, Singer spent four years as Chief Procurement Officer for Rio Tinto. From 2012-2013, also served in a dual capacity as CIO for the group

OTHER POSITIONS: Spent 19 years with United Technologies Corporation and in his last position served as Chief Procurement Officer

EDUCATION: Holds two masters from University of New Haven and a bachelors from University of Rhode Island

moving work, in some cases thousands of miles away, or in other cases, keeping in the U.S.

I really came to appreciate looking at core competencies and what was core to the company versus what is becoming core for the outsourcing industry. We certainly had some missteps along the way but with each deal, we became more knowledgeable. We moved some pretty interesting work to chase cost savings, but also increasingly to take advantage of really large skilled labor pools to get the work done.

P: Tell me about the changes you made when joining Rio Tinto in 2008?

S: My experience from UTC was quite valuable to Rio, which I would say was a late starter in all this and one of the reasons I came into the company to drive that agenda for the company starting in 2008. I felt it was really important to practice what we preach to the rest of the organization. So procurement was one of the first cabs off the rank. We took advantage of that to demonstrate that there was an opportunity. Outsourcing in the procurement space is maturing now but was still relatively new when we were doing it.

We quickly realized as we started taking those roles and moving them to outsourcing providers that one of the

prime destinations for us is India. The demographics support a huge skilled English speaking labor base and a whole industry built up around it. We could take advantage of scale and skill with some of the providers and it allowed our own staff to become better business partners to our internal clients. That was really the big push for us. The feedback I was getting was that we were preoccupied with the necessary but busy work and we weren't spending more time on the more strategic dialogue. We were quickly able to move the needle in that level of sophistication and upscaling.

P: What have the results been?

S: We measure customer satisfaction and it is steadily increasing. Our benchmarking scores – we use Hackett as our external benchmarking firm – also have continued to improve. So it's given us confidence to expand this and do more. We've broadened the reach in IT, Finance, HR and also Group Property.

P: Who are some of the major providers you partner with?

S: Infosys is a prime supplier for us. IBM is an important supplier in BPO and Accenture is a key supplier in IT outsourcing.

P: How is SMAC affecting outsourcing and what do you see for the future?

S: It's absolutely relevant. The firms we're using have strong technology practices as well as outsourcing. I'm a firm believer that you can't have an intelligent conversation about outsourcing if you're not thinking about technology from the beginning.

All the contemporary leading-edge activities are becoming technology-centric, whether that's driving more consumerization of IT for large enterprise or self-service for employees, which could eliminate the need for outsourcing because if you have a very good self-service user interface you don't need to hand it off to someone else. There's a very strong linkage between the technology elements and the servicing elements. I think they are inseparable.

P: What are Rio Tinto's SMAC activities?

S: Our social media activities are focused internally as a B2B company. We include our outsource partners in our broader network of social media to continue to bond with our partners. Some of our partners are helping us design mobile platforms for maintenance of our equipment. That's a big use case for us. We are rolling out mobility apps in this area.

Analytics is an area in which the outsourcing partners will play a very significant role for us to help us drive better analytics. Cloud is going to be a huge game changer across all industries. The ability for us to keep our digital information in the cloud to be accessed by trusted partners anywhere in the world is really having a revolutionary effect on the way we can access and manipulate data.

P: What about the impact of robotics? Real or hype?

S: We are intrigued about machine learning. There's a lot of work flow that can be automated. We haven't deployed at scale yet but we see it finding its equilibrium in the overall service offering. What we're looking for is outsourcing partners willing to go on that journey, even if it sacrifices revenues in the short term. We are really looking for partners that can continue to drive that productivity through automation.

P: Tell me about the growth of outsourcing in the APAC region?

S: What I've observed being over here, because we are really in London and more of a European/Australian company, is that there's an increasing appetite. The multinational companies that are here in Singapore are already on the journey at some level, and increasingly they will look at the Asia Pacific region no differently than any other region around the world. For the Asia-centric companies, they are following and watching the big trends to compete. Outsourcing in this region is becoming less about chasing labor arbitrage for cost reduction but more about the ability to drive productivity and standardization through an outsource partner.

P: Is talent an ongoing challenge for Rio and how does it approach that?

S: It's certainly something we're competing in, not just in the mining sector but all sectors for seasoned and trained talent. Managing outsourcing relationships is a different skill set. It's not in abundant supply in the marketplace. We're trying to teach our associates to work virtually if they were used to having their teams physically around them to bridge that gap when those teams are thousands of miles away.

My background in procurement has been very helpful to understand the commerciality of how these relationships work, understanding contracts and managing relationships just beyond service levels. When you look for talent in that dimension it's pretty tight. But if you have the right attitude, we've had good experience in training people pretty quickly but there's no substitute for solid experience.

P: What is the work culture like at Rio Tinto?

S: Rio Tinto is a global company with a capital G. We are doing business in very unique locations around the world. There's a real global mindset coupled with a very intense value system around safety because when you talk about mining people think of accidents. That's a real prime objective. What's really positive is that it spills over to other areas - concern about wellness, work-life balance, diversity, sustainable development, community relationships. All that becomes really important and mission critical to us because many of our new projects are not in OECD countries. So we have a huge responsibility.

P: Tell me about Rio Tinto's CSR initiatives?

VIEW Scott Singer C-SUITE

“ The biggest advice to me was:

Be empathetic all the time with people you interact with because that really unlocks unbelievable learning. And the other lesson is: If you can maintain a level of cultural and intellectual curiosity, you'll be excited to come to work every day and I really live by those words. It keeps me motivated because there's a lot to learn culturally and intellectually. ”



S: We have a very vast broad program of work in CSR that I'm naturally plugged into. I stay focused on nurturing that. A lot of it has to do with developing local supply chain in remote third world countries to build up skills and capabilities for our operations. It's a mature program that we take seriously. We publish a lot of information and reports on bio diversity, community development, local supply chain, on our Web site.

P: Who are your role models?

S: I've been fortunate to have a number of mentors along the way. The one that helped drive my fascination with technology and the Internet was the former chief procurement officer and chairman at UTC, Kent Brittan. He was a finance executive within the company, knew virtually nothing about procurement and the supply chain and the Internet, and quickly had the vision to see what this could mean for large enterprise. He really opened my eyes to thinking differently and that really launched me into how we could go further with outsourcing activities to focus on your core competencies. He was a shaper for me as well as other leaders I had at UTC.

What inspires me today is what I see around the "technologists" that are driving things. I am quite inspired by what Jeff Bezos is doing at Amazon. I think it's remarkable. We're now a growing client of Amazon services within Rio Tinto. Increasingly, what they are doing with scaling with cloud computing is really remarkable. I like to watch the technologists because

they are really at the leading edge of where we are heading and what the future will be like.

P: What are your favorite reading materials?

S: I have a wide range of interests in both fiction and non-fiction. Some of it is heavy reading and some of it is light and fluffy. I also like spending time learning about Asian history and Buddhism because I'm living in this part of the world.

P: What do you like to eat on the road and at home?

S: I classify myself as a flexitarian (casual vegetarians who don't want to eliminate meat completely, but still want to reap the health benefits). I have an open pallet because I travel around the world and a lot of the culture is manifested in how food is cooked. I feel really fortunate that I can enjoy all of that. Singapore is amazing for this because it's a crossroads of culture. The fusion that goes on with the different foods is incredible.

P: Congratulations Scott on the Hall of Fame honor. What does it mean to you?

S: It is a pleasant surprise and honor to be recognized by IAOP and the panel. We joined IAOP because it brings together like-minded professionals. We feel we have something to contribute and to learn. The Hall of Fame is an acknowledgement that this is really an industry that is maturing and becoming global in its reach. IAOP is at the nexus of that.



THANKS

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Organizations that are currently outsourcing or are considering one or more outsourcing initiatives should become Customer Corporate Members of IAOP. This membership provides organization-wide access to the association's research, training, certification, and networking programs - all designed to help companies achieve better business results through outsourcing.

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Partnership Development Manager, Kansas City Power & Light • Debbie Enna, COP, Project Manager, Duke Energy • Danny Ertel, COP-GOV, Partner, Vantage Partners, LLC • Wayn
Agilent Technologies • Vanetta D'silva Ferdinando, COP, Manager, Mondelez • Jon Ferris, COP, Co-Founder & CEO, MyGlobalStaff.Com • Metip Fidan, COP, Partner, Ernst & Young
Solutions, Inc. • Rosario Fondacaro, COP, Consultant, Quint Wellington Redwood • Sheila Fountain, COP, Principal-Tech Vendor Mgmt, AT&T • Randall S. Fralick, COP, Program Man
Gallup, COP, Manager, Avasant • Sandhya Ganapathy, COP, Director, Dell • John D. Garbarino, COP, Director, Hess Corporation • Jyotsana Garg, COP, Consultant, Global Agiliti
, Independent • Emmy B. Gengler, COP, CEO, Softjour • Hans Geurts, COP, Program Manager, Heineken International • FD Giambattista, COP, President, G-Eleven • Wouter Gies
Lourdes Go, COP, Partner, Northern Works • Barry Goldberg, COP, Director, Forest Laboratories • Shelia Gray, COP, Partner, Gray Matters Consulting • Chris Green, COP, Advisory S
Business Services • Henry T. Guapo, COP, Partner, Avasant • Jon R. Gudelis, COP, Chief Technology Officer (CTO), Hewlett Packard Ltd. • Deirdre A. Hall, COP, Associate Director, F
Support, Firstsource Solutions USA, Inc. • Lori A. Hanson, COP, Manager, Kraft Foods • Mike Haran, COP, Program Manager, Experian • Peter Hardy, COP, Consultant, Independen
Hefley, Ph.D. CDP, COP, Clinical Associate Professor, ITSqc, LLC & Univ. of Pittsburgh • Wayne S. Heiler, COP, Director, Zale Corporation • Pascal Henry, COP, Orange Business Serv
Carlos Hernandez, COP, Partner, Avasant • Sean Heston, COP, Sr. Director, CBRE • Sara Heuer, COP, Vice President, EMI Music • Hans van Heukelum, COP, Client Engagement Dir
Technologies • Roy Hoh, COP, Director, Customer Care, APJ, IHS • Claudine Hoverson, COP, Director, GE Capital • Maura Hudson, COP, Sr. Vice President, JLL • Maria de Huelber
aging Partner, Quint Wellington Redwood • Salvatore Iovienco, COP, Consultant, Sapienza Consulting • Marin Ivezic, COP, Director, Accenture • Kalyanaraman J., COP, Management
COP, SVP, CIO, Family Dollar, Inc. • Rollanda Jin, COP, Manager, hiSoft • Stephen Johnson, COP, Partner, Kirkland & Ellis LLP • Weston Jones, COP, Advisory Services, Ernst & Yo
Global Solutions • Wijnand Kammerling, COP, Principal Consultant, Quint Wellington Redwood • Scot D. Kanaley, COP, Director, Hewlett-Packard • Lawrence Kane, COP-GOV, Sr. Le
BAS, GDC, GDC Services LLC (ICL Services) • Igor Katkov, COP, Key Account Manager, GDC Services LLC • Martin F. Keaney, COP, Manager, WellPoint, Inc. • Cynthia J. Kearney, C
ing Strategy Manager, PwC Belgium • Innes G. Kent, COP, Director, American Express • Jay Kerley, COP, COO/VP, Production Services & Solutions, Applied Materials • Deborah A. K
COP, Partner, Kirkland & Ellis LLP • Alice Khosravi, COP, Consultant, A&E Consulting • Ron Kifer, COP, Group Vice President & CIO, Applied Materials • Kazushige Kinameri, COP, Ma
Kneve, COP, Sr. Facility Manager, ISS • David S. Kohl, COP, Sr. Staff Underwriter, USAA • Kurt Kohorst, COP, Sr. Vice President, ReSource Pro • Michael Kolm, COP, Director, Ernst
Krishnamurthy, COP, Vice President, Kronos Inc • Pieter Krop, COP, Consultant, FrontDoor Media Group • Eugene M. Kublanov, COP, Managing Director, KPMG • Sandeep Kulkarni,
ager, AT&T • Franck Laburthe, COP, ABU Director, Orange Business Services • Mary C. Lacity, COP, Curators' Professor, University of Missouri • Manoj Lakhtakia, COP, Relationship
er, DaimlerChrysler Financial Services • Scott B. Lever, COP, Director, Deloitte Consulting • Lixin Liang, COP, Director, Pactera Technology International Ltd. • Serge Librot, COP, Part
Dr. Jiren Liu, COP, Chairman & CEO, Neusoft Corporation • Juan P. Llano, COP, Manager, Carvajal Tecnología y Servicios • Kalle Loennbro, COP, Group VP Head of Bid Management, IS
• Trevor S. Lucas, COP, Manager, Transamerica • Juan J. Luevano, COP, Director, KellyOCG • Alan T. MacLeod, COP, Sr. Manager, Ernst & Young • John C. Malfer, COP, Executive M
America, Nielsen • Anthony Mampilly, COP, Project Manager, ProcureStaff Inc. • Ian Marlow, COP, CEO, FITECH • Joann Martin, COP, IT Transformation Program Director, Symantec
Siemens IT Solutions and Services • Natalia Matusova, COP, Division Vice President, Adwise • Ingrid Matze, COP, Program Manager, ING • Riya S. Mavinkurve, COP, Outsourcing P
da S. McCaul, COP, Manager, Offshoring Standards, KPMG • John A. McCrory, COP, Programme Management & Outsourcing, Clevercoms • Kevin McDonald, COP, Director, The E. W
ogy Partners International • Thomas E. McMillan, COP, Sourcing Manager, Johnson & Johnson PRD • Thomas E. Meador, COP, CEO, Michigan Avenue Real Estate Group • Michael
Partner, Baker & McKenzie • Wayne H. Meriwether, COP, Sr. Vice President, Ivy Consulting Group, Inc • William P. Metz, COP, Sr. Director, Walmart • Lisa Meyer-Moore, COP, Direc
Ameriprise Financial • Tom Mischka, COP, 2nd VP Case Install, Guardian Life • Zachary Misko, COP, Vice President, SharedXpertise • Richard F. Mitchell Jr, COP-GOV, President
MetLife • Gareth L. Morgans, COP, Global Bid Manager, ISS • Todd Moschner, COP, Vice President of Revenue Operations, Vantage Oncology • Pradeep K. Mukherji, COP, Presiden
Director, OBS France • Chas R. Mullins, COP, Global Director, Avande, Inc. • Catherine Munge, COP, Manager, Capgemini • Victor Muñoz, COP, Director, Assenda • James P. Mu
manan Murughan, COP, AMS Growth Consultant - APJ Region, Hewlett-Packard • Galina V. Musina, COP, Head of Application Services, Fujitsu Services • Jorge Mexica, COP, Director
• Ganesh Natarajan, COP, Global CEO, Zensar Technologies • Lance Neal, COP, Program Manager, Lexmark International • Ricardo H. Neves, COP, Partner, PwC • Nandan M. Nilek
Manager, Xerox Corporation • Sandy J. Ogg, COP, Operating Partner, Blackstone • Curt Olson, COP, Sourcing Director, Americas, Radius • Jefferson K. Ong, COP, Managing Dire
Richard K. Ostrander, COP, Consultant, JDalal Associates • Michael Overly, COP, Partner, Foley & Lardner • Kevin Parikh, COP, Global CEO, Avasant • Graham S. Pascoe, COP, Con
Carlos Patrão Novo, COP, Partner, PwC • Jason L. Patterson, COP, Manager, Kraft • Rafael Pavon, COP, Manager, Visa • Lynne Peckham, COP, Vice President, Northern Trust • He
na Person, COP, Director, Vendor Relations, MetLife • Peter Petersen, COP, Global Supplier Manager, Zurich Financial Services • Roger W. Peterson, COP, Division Vice President, Arat
Fiera Axiom Infrastructure • Eus Pontenagel, COP, International Business Development, Quint Wellington Redwood • Maarten Poot, COP, Sourcing and Contract Manager, Openbaa
Catalyst International • Surinder S. Rana, COP, Sr. Facilities Officer, International Monetary Fund • Rick T. Ranft, COP, Sr. Operations Manager, Canon Business Solutions-East • Ujwa
CSC • P Renganathan, COP, Manager, MindWave Solutions Pte Ltd • Ranjith Robinson, COP, Service Level Manager, ING • Allison Roelen, COP, Principal Analyst, Offshore Insights •
• Marco Saccaggi, COP, Director, NCR Corporation • Ivan N. Sachkov, COP, Client Delivery Executive, Atos • Manish K. Sahai, COP, Vice President, American Express • Michael J.
Manager, Boston Scientific • Thiago O. Santana, COP, Director, ISS • Julia V. Santos, COP, Executive Markets Advisor, Ernst & Young • Gafoor M. Sarang, COP, Manager, Mondelez
• Kelly K. Sawyer, COP, Vendor Administrator, Liberty Healthcare Management Services • Robert Scheier, COP, Managing Director, PwC • Marc E. Schermerhorn, COP, Exec. Supplie
Cindy Seiler, COP, Manager, Brown-Forman Corporation • Gad Selig, COP, General Manager, GPS Group, Inc. • Halyna Semenova, COP, Engagement Manager, SoftServe • Saugata
Consultant, Quint Wellington Redwood • Prem Shanker, COP, Sr. Manager, Walmart Stores, Inc. • Abhishek Sharma, COP • Ken Sharma, COP, Service Delivery Director, BeyondCor
Avasant • James R. Shea, COP-GOV, CEO, Cyber Defense Institute • Vern Sheppard, COP, Vice President, TMNG Global • Andriy Sheychenko, COP, Sr. Consultant, Quint Wellington
Miratech • Laura A. Showalter, COP, Director, KellyOCG • Joe Sifferman, COP, Director, Global Sourcing, PepsiCo • Wilson Marques R. Silva, Partner, PwC • Scott L. Singer, COP, M
Landmark Discovery • Ramiza Sipilovic, COP, Manager, American Express • Zita Slade, COP, Sr. Managing Director, CBRE • Kimberly Sokol, COP, Director, KellyOCG • Marco Sottov
COP, Consultant, PepsiCo • Jennifer Spicher, COP, Sr. Director, KellyOCG • Vikas Srivastava, COP, AVP Telecom & Diversified Business, WNS Global Services • Michael Staiusians
Global External Sourcing, Eli Lilly • Michelle Stephens, COP, BPO Advisor, Insurance, Canon Business Process Services, Inc. • Ryan Stevens, COP, Manager, Discover Financial Servic
• Ziyang Tan, COP, Manager, Avasant • Hong Sern Tan, COP-BD, Sr. Network Manager, CSC Malaysia Sdn. Bhd. • Sailesh Thakur, COP, Director, CME • Maureen L. Theberge, COP, S
bia • Richard (Rick) Townner, COP, Principal, Richard Dean & Associates • Blanca Treviño, COP, President & CEO, Softtek • Amarish Tripathi, COP, VP, Sogeti • Bernard Truong, COP,
• Vivek S. Vaideeswaran, COP, CMO, Syven Global Services • Peter Van Cauwenbergh, COP, Interim Manager, PCS • Alex Van Den Bergh, COP, Sourcing Advisory Lead, Quint Wellin
D. Vavra-Musser, COP, Director, Whirlpool Corporation • Niels Vegter, COP, Consultant, Quint Wellington Redwood • Mauricio A. Velasquez, COP-BD, Outsourcing Advisor • Andre
Vroljik, COP, Sr. Consultant, Quint Wellington Redwood • Scott T. Wade, COP, Director, Global Managed Solutions, KellyOCG • Mike Wade, COP, Wachovia • Ashwin Waghela, COP, M
• Alex Wasilewski, COP, Partner, ProView Global • Sharon Watkins, COP, CEO, RadiusPoint • Dirk J. Weber, COP, Chief Technology Officer (CTO), Astek • Phyllis E. Weiser, COP •
Canon Business Solutions, Inc. • Kimberly K. Williams, COP, Director, KellyOCG • Carla M. Williams, COP, Chubb Group of Insurance • Stuart Willis, COP, Consultant, Allstate • Suz
Winterfeld, COP, Program Manager • Chuck J. Wright, COP, Sr. Practice Director, KellyOCG • Kai Wu, COP, Division Vice President, Pactera Technology International Ltd. • Radha Ya
• Paul J. Zanker, COP, Advisory, Bank of America Merrill Lynch • Scott Zaret, COP, Executive Director, Wells Fargo • Michael Zeigler, COP, Sr. HR Director, Micron • Sergei Zhmako

PULSE PROFESSIONAL

I LOOK FORWARD TO
MEETING ALL OF THE
OUTSOURCING
PROFESSIONALS AT
THE OUTSOURCING
WORLD SUMMIT
AND WORKING WITH
YOU IN 2015.

LETTER FROM THE DIRECTOR



PAMELA O'DELL is the Director of Corporate & Professional Development at IAOP and can be reached at +1.845.452.0600 ext. 121 or at pam.odell@iaop.org.

Dear Colleagues:

On the celebration of IAOP's 10th birthday, I'm proud of where the industry and its professionals are headed. Every day, you are more and more recognized for the positive benefits of outsourcing across all industries, at many levels, and especially those individuals who are the leaders and implementers of their company outsourcing teams.

The numbers speak for themselves. When I first came to IAOP, there were about 300 Certified Outsourcing Professionals (COP) globally, and over the last few years, this has doubled to almost 600.

Combined with the more than 1,300 people holding the Certified Outsourcing Specialist (COS) designation, the number of total IAOP certified professionals around the world will hit 2,000 and beyond in 2015.

Clearly, success breeds success. With the advent and growth of the outsourcing industry and professional, we expect the numbers to grow exponentially along with recognition of the IAOP brand and certifications.

Supporting these individuals are the foundations of the Outsourcing Professional Body of Knowledge (OPBOK) and the standards that form the pillar of IAOP's content. The OPBOK is available to all IAOP members in the knowledge center at Firmbuilder.com and the print second edition is available from our publishing partner Van Haren.

Equally valuable is IAOP's other publication, the Outsourcing Professionals' Guide to Corporate Responsibility, which highlights the positive aspects of outsourcing through areas such as Impact Sourcing.

I look forward to meeting all of the outsourcing professionals at The Outsourcing World Summit and working with you in 2015.

Best regards,
Pamela O'Dell

CERTIFICATION CONGRATULATIONS

For all the hard work and dedication that goes into getting certified, IAOP praises the following professionals on their new achievements.

COP-GOV AND COP-BD

Vishal Khanna

Vice President, IMS Health

COPs

Khalid Al Shakar

Business Systems Analyst, GE Energy

Natalia Gil Arias

Analyst, Bancolombia Group

Renato Azevedo

Director, KellyOCG

Sanjay Balasubrama

General Manager, Capgemini

Avinash Bantwal

Senior Consultant, Avasant

Damien J. Bessert

Director, Implementation, HGS

Manoj Brahmkar

AVP Business Excellence, HGS

David Brien

Senior, Ernst & Young

Sri Ram Kumar Chandrasekharan

Sr. Manager BPO Operations, Mastek Ltd.

Ben Chirgwin

Senior Managing Director, CB Richard Ellis

Thomas Choquette

Senior Manager, Ernst & Young

Kirill Degtiarenko

Director, IBA Group

Laura J. Dennis

Consultant, PwC

Niclas Elfstrom

Executive Director, Ernst & Young

George Gaydos

Senior Lead, Independent Contractor

Chris Green

Senior Consultant, Ernst & Young

Hans van Heukelum

Client Engagement Director, Ordina

Claudine Hoverson

Director, GE Capital

Guilherme D. Iannotti

Consultant, America PRO

Weston Jones

Advisory Services, Ernst & Young

Parikshit Kalra

Vice President, HGS

Mark Liebenthal

Director, COE, KellyOCG

Juan P. Llano

Manager, Carvajal Tecnología y Servicios

Kalle Loenbro

Group VP Head of Bid Management, ISS

Natalia Matusova

Division Vice President, Advise

Nisha Moeller

AVP Outsourcing Management, Federal Home Loan Bank of Chicago

Galina V. Musina

Head of Application Services, Fujitsu Services

Jefferson K. Ong

Managing Director, Seven Seven Softwares, Inc.

Mike Overly

Partner, Foley & Lardner

Jason Patterson

Manager, Kraft

Helle N. Pedersen

Global Program Manager, ISS

Ranjith Robinson

Service Level Manager, ING

Saugata Sengupta

Consultant, Avasant

Alexey M. Sholomov

Director, Miratech

Wilson Marques R. Silva

Partner, PwC

Perryn Stewart

Management Consultant, Ernst & Young

Johan A. van der Bijl

Sourcing Director, Ordina

Andres Velasquez

Senior Manager, Advisory Services, Ernst & Young

Carla M. Williams

Manager, Chubb Group of Insurance

Sergei Zhmako

Director, IBA Group

aCOPs

Peter Ankerstjerne

Head of Group Marketing, ISS

Joep Bovens

EMEA Sub-Regional Key Account Manager, ISS

Martin Batstone

UK&I IFM Account Director, ISS

Alice Filip

CEE & MEMA Sub-Regional Manager, ISS

Anders Gantzhorn

Business Development Manager, ISS

Josh Gracey

Senior Consultant, Ernst & Young

Ian Haithwaite

National Account Director, ISS

Marián Husár

Contract Manager, ISS

Steve Kemp

Operations Director, ISS

Kelsey Medaglia

Manager, Ernst & Young

Gareth Morgans

Global Bid Manager, ISS

Frank Ribeiro

Executive Director, Sales & Marketing, ISS

Julie Rømsing

Regional Procurement Director, ISS

Julija Savicka

Key Account Manager, ISS

Christopher Zekoff

Consultant, Ernst & Young

PULSE COP CALENDAR

MARCH 16-18

Master Class, Copenhagen, Denmark

MARCH 30-APRIL 2:

Master Class and Governance Workshop, Atlanta, Ga.

MAY 20-22:

Master Class, The Netherlands

JUNE 15-18:

Master Class, Toronto, Canada

SEPT. 22-25:

Master Class and Governance Workshop, The Netherlands

NOV. 25-27:

Master Class, The Netherlands

GOVERNANCE TRAINING OFFERED

In a recent IAOP survey, 24 percent of outsourcing professionals said outsourcing governance was their biggest challenge within their profession. That's why IAOP developed the one-day live or online Outsourcing Governance Workshop, based on the IAOP COP Standards and OPBOK. A structured governance model implemented into an organization can be instrumental in leading to higher satisfaction within outsourcing engagements.

Topics covered during the training are:

- Designing and overseeing an organization's outsourcing governance model
- Defining and evaluating organizational alternatives and other dimensions for managing governance
- Defining and implementing an interdependent planning methodology

The one-day live workshop will be presented as a follow-up to the three-day COP Master class in all of the 2015 North America training sessions, as well as selected dates in The Netherlands. Please see schedule to left for dates and details. Additionally, the Governance Workshop may be scheduled as a private, on-site training for groups of 15 or more at your preferred location.

The workshop is worth 15 points towards COP certification and is a required training to achieve the advanced COP-GOV certification. IAOP also supports its members around governance topics through its popular Governance Chapter that meets regularly throughout the year.

For additional information and details, please contact courtney.giardina@IAOP.org to find out how you can get started.

COP HAPPENINGS AT THE SUMMIT



IAOP WOULD LIKE TO EXTEND A SPECIAL WELCOME TO OUR CERTIFIED OUTSOURCING PROFESSIONALS AT THE 2015 OUTSOURCING WORLD SUMMIT.

Don't forget when registering to use the "COP Only, VIP Check-in Line" to make registering faster and more convenient than ever. During registration, you'll receive an invitation to our intimate COP cocktail reception on Monday evening. Also remember to pick up your COP lapel pin if you don't have one already!

Please join us at the Awards Luncheon on Tuesday, Feb. 17. Each year, during the introduction, IAOP gives a special thank you to all of our COPs and we'd love to have you there to be recognized.

IAOP Chief Advisor Thought Leadership Jag Dalal once again will lead the annual COP Intensive Workshop. This COP-only workshop will be held on Wednesday, Feb. 18. If you haven't registered already, be sure to sign in when you arrive.

All COP's who attend The 2015 Outsourcing World Summit will receive 18 continuing education hours. Those who complete the workshop will earn an additional 5 hours, meeting the yearly requirement for continuing education hours.

Not yet certified and interested in learning more about certification? We're offering two sessions to learn more on Feb. 18 – A Tutorial on the COP Application and an Outsourcing Certification Primer. Get started now on pursuing your certification and next year you'll be in the VIP lane.



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CHAPTER

ROUND UP

CHAPTER MEET & GREET

Network, reunite and form new relationships at an informal Chapter Meet and Greet at the Outsourcing World Summit on Feb. 16. Chairs will share the latest on their chapters with existing and potential new members attending over coffee at this morning event.

NEW CHAPTERS – New chapters that were launched in 2014 include Charlotte, Singapore and Domestic Sourcing. Stay tuned for more new additions in 2015.

DID YOU KNOW? Professional members rated IAOP's Chapter Network the #1 most useful IAOP Program.

GET INVOLVED WITH IAOP CHAPTERS
IAOP has nearly 50 geographic and topical/industry chapters with more forming.

FOR CHAPTER INFORMATION, CONTACT:



JULIE HUSON
Director,
Global Chapter
Operations

Julie.huson@iaop.org
(845) 452-0600, ext. 120

CHAPTER CALENDAR

FEB. 27 - Atlanta Chapter Meeting

For more upcoming chapter events and past presentations, see the IAOP Web site.

CHAPTER SPOTLIGHT

GLOBAL HUMAN CAPITAL CHAPTER

LEAD CHAIR: Tom Kaminsky, VP, KellyOCG, Consulting Practice

CO-CHAIRS: Accenture, Deloitte, Brookfield Global Relocation, ITSqc, LLC, Covidien, Intel and ISG

RECENT EVENTS: Re-launch webinar in October 2014, available on-demand:

- *Workforce Analytics is More than a Scorecard: Taking the Next Step to Actionable Business Decisions.* Included a panel discussion with:
 - Jill Goldstein, Accenture, BPO Offering Lead, Talent and Human Resources
 - Tom Tisdale, KellyOCG, VP Talent Supply Chain Analytics
 - Rob Sentz, EMSI & CareerBuilder, Chief Innovation Officer at EMSI
 - Moderated by: Tom Kaminsky, KellyOCG Vice President
- Joint webinar with Healthcare chapter, Jan. 21, on *Private Healthcare Exchanges: The Next Best Thing Since Sliced Bread*

UPCOMING NOT TO MISS:

- At The Outsourcing World Summit – Join us for the GHC Chapter Panel Discussion: *Human Capital & Outsourcing – Enhancing Business Performance with Innovative Approaches and Operational Effectiveness*, Monday, Feb. 16.

WHAT'S IT ALL ABOUT:

The Global Human Capital Chapter is committed to exchanging thought leadership, expertise and latest findings that will enable world-class delivery of HR services, including shared services environments, outsourcing arrangements, and the selection/optimization of technology within the HR arena.

WHY YOU SHOULD GET INVOLVED:

Following a short period of inactivity, the Global Human Capital chapter is re-emerging with vigor and this is the perfect time to get involved to ensure that you tap into the experiences of your peers and HR outsourcing experts for answers to similar strategic and operational challenges and inquiries.

HOW TO LEARN MORE:

Join us at The Outsourcing World Summit in Phoenix for the Chapter Meet and Greet on Feb. 16 and Panel Discussion on Feb. 17. Look for details to come on our next Chapter-sponsored Webinar in April.

For more on the latest viewpoints from Global Human Capital Chapter members, see our *Sandbox* feature.

PULSE FLASH

OUTSOURCE2LAC

IAOP leadership made a strong showing for IAOP's partner event with the Inter-American Development Bank (IDB), Outsource2LAC, an influential outsourcing offshoring summit for the Latin America and Caribbean region, Nov. 11-13 in Guatemala City, Guatemala.

Among the highlights was IAOP's Certified Outsourcing Professional (COP) Standards Workshop to start the event. More than 100 professionals signed up for the workshop led by Mauricio Velásquez, COP, IAOP Latin America Ambassador.

Fabrizio Operetti, Chief of Trade and Investment at IDB; Debi Hamill, CEO of IAOP; and IAOP board member Atul Vashistha, President and CEO of Neo Group, were among the featured speakers for the event, which drew more than 500 participants.



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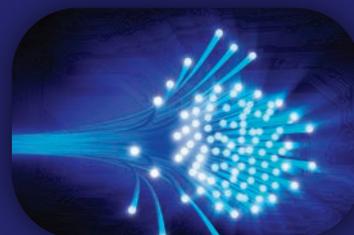
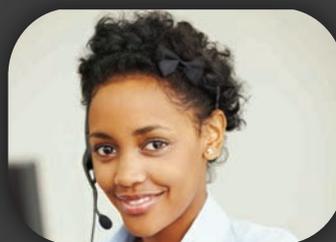
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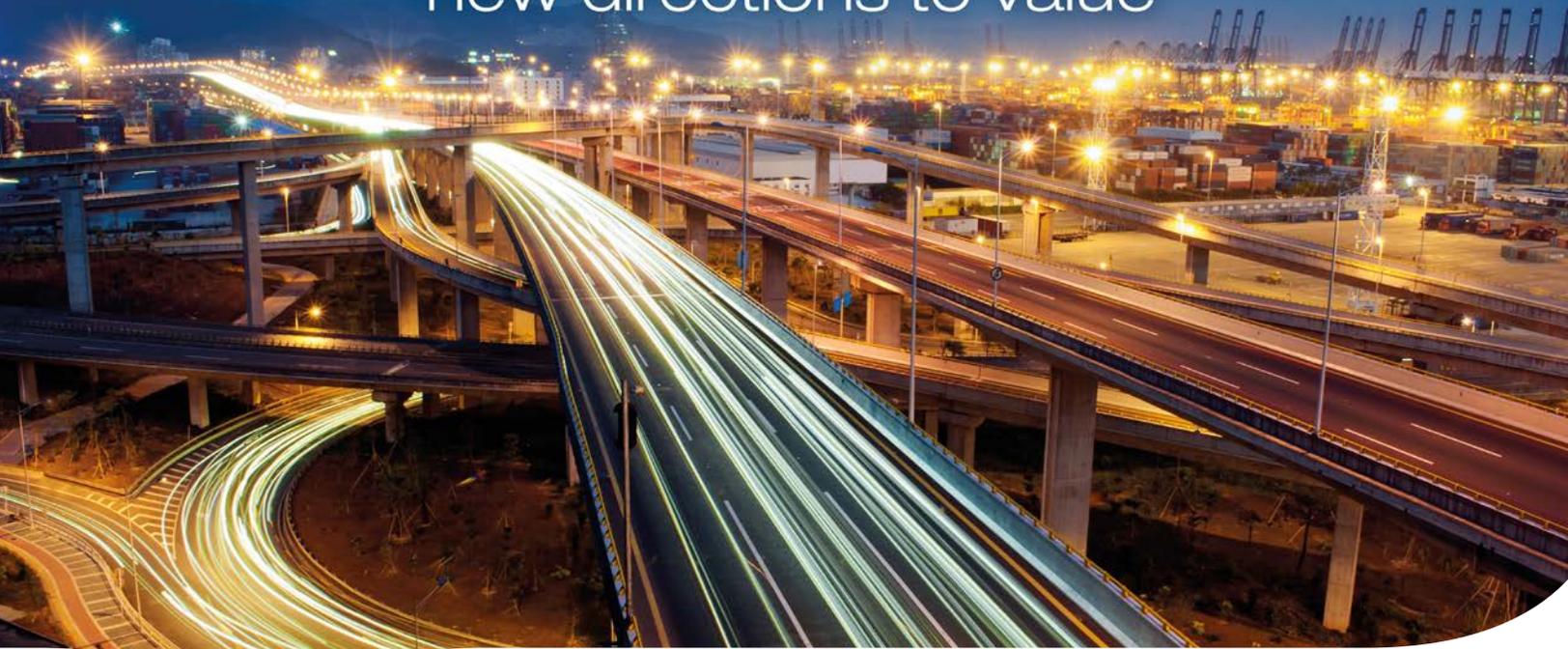
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KellyOCG salutes IAOP on the 10th anniversary of The Outsourcing Hall of Fame and congratulates the 2015 inductees.

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*Source: 10th Malaysian Plan - 2011 to 2015

ABOUT NANJING ASSOCIATION OF INTERNATIONAL SERVICE OUTSOURCING COMPANIES

As a non-profit corporation aggregate, Nanjing Association Of International Service Outsourcing Companies (NASO) was officially established in April 2009 with approval from Nanjing Municipal Bureau of Commerce and registration at Nanjing Civil Affairs Bureau, and it was formed by companies of information technology outsourcing (ITO), business process outsourcing (BPO) and knowledge process outsourcing (KPO), scientific research institutes, universities and colleges, training institutions engaged in the training of talents of service outsourcing as well as other service institutions in the field of service outsourcing on the basis of voluntariness. As of October 2014, NASO currently has 120 members.

BACKGROUND AND PURPOSE

As an important part of modern high-end service industry, the service outsourcing industry boasts the characteristics of high degree of contents of information and technology, huge additional value, low resource consumption, little environment pollution, sound employment rate as well as high internationalization level. As a neutral and non-profit organization, NASO offers supports for government decision on the industry and industry management, helps the companies with correct explanation of the policies as well as serves as the platform for the information exchange, talent exchange, wisdom sharing and resource integration among segments on the industry chain. By performing integral advertisement, industry marketing, explore the global markets, improve the abilities of the companies. Observing the constitution, laws, regulations and national policies, following the social morality, industrial self-regulation and industry order, it maintains and protects the interest of the industry and legal interests of the members.

By working closely with companies of information technology outsourcing (ITO), business process outsourcing (BPO) and knowledge process outsourcing (KPO), scientific research institutes, universities and colleges, training institutions engaged in the training of talents of service outsourcing as well as other service institutions, the Association is going to link the government and companies, advocate the industry self-regulation and serve as a global image for Nanjing's service outsourcing companies on the basis of the guidance of the national, province and municipal policies and development strategies of service outsourcing industry.

FUNCTIONS

It will serve as a link among the government, companies and other organizations, and look for opportunities of cooperation. It will help the companies with the understanding and application of the industrial policies via advertisements for national, provincial and municipal policies of service outsourcing. It will help the companies to expand the domestic and global markets via various market activities. It will promote the establishment of the system for the service outsourcing training as well as the cooperation between schools and companies. It will collect information and trends of service sourcing industry, industry and company development at home and abroad as well as provide information service to its members. It will also maintain and protect the legal interests of the industry and members.

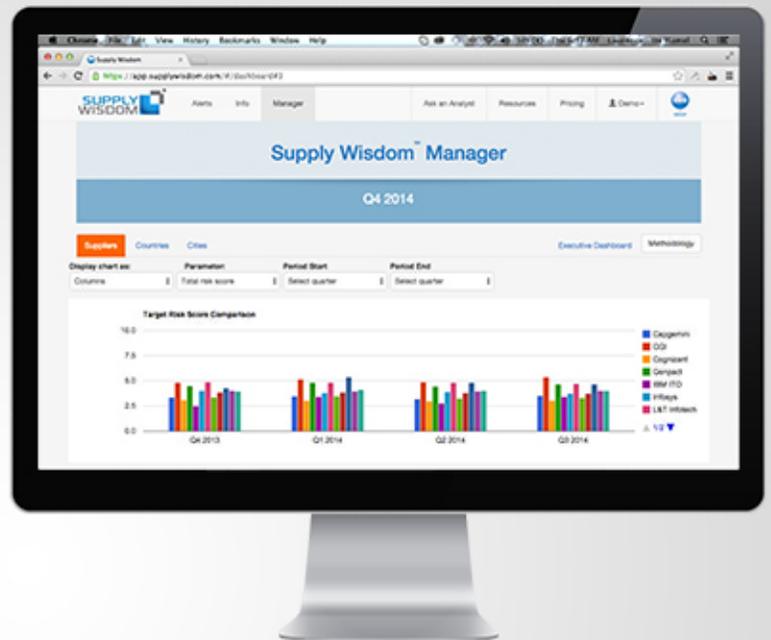
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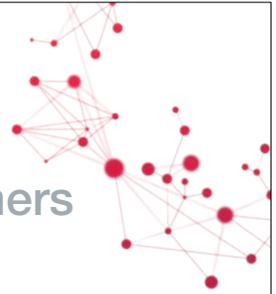
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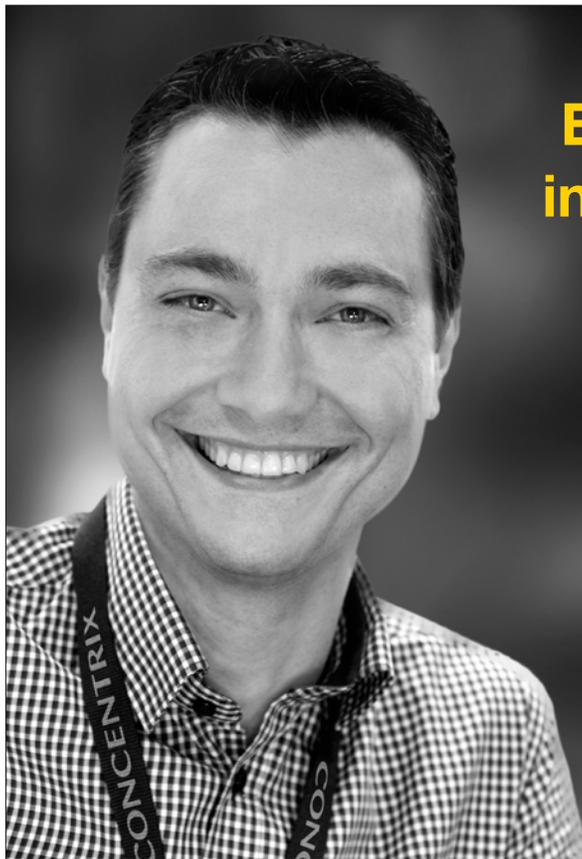
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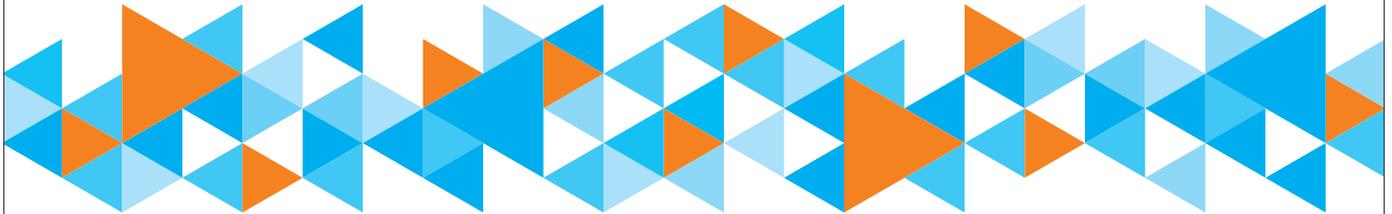
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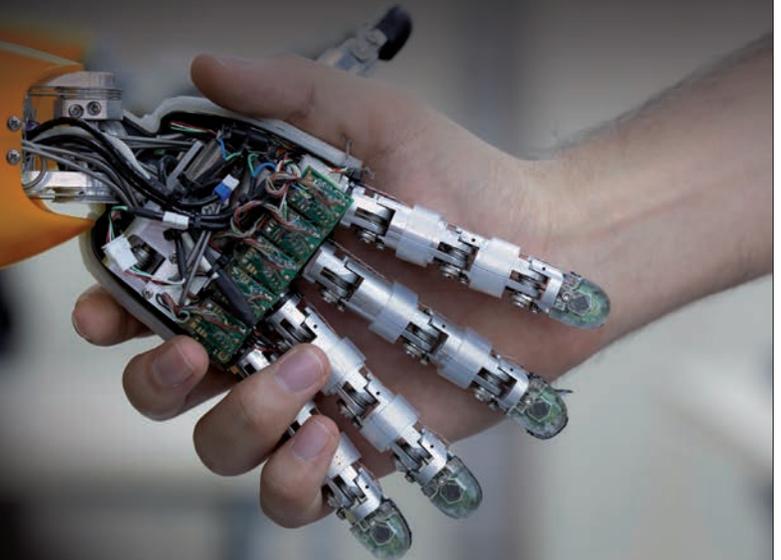


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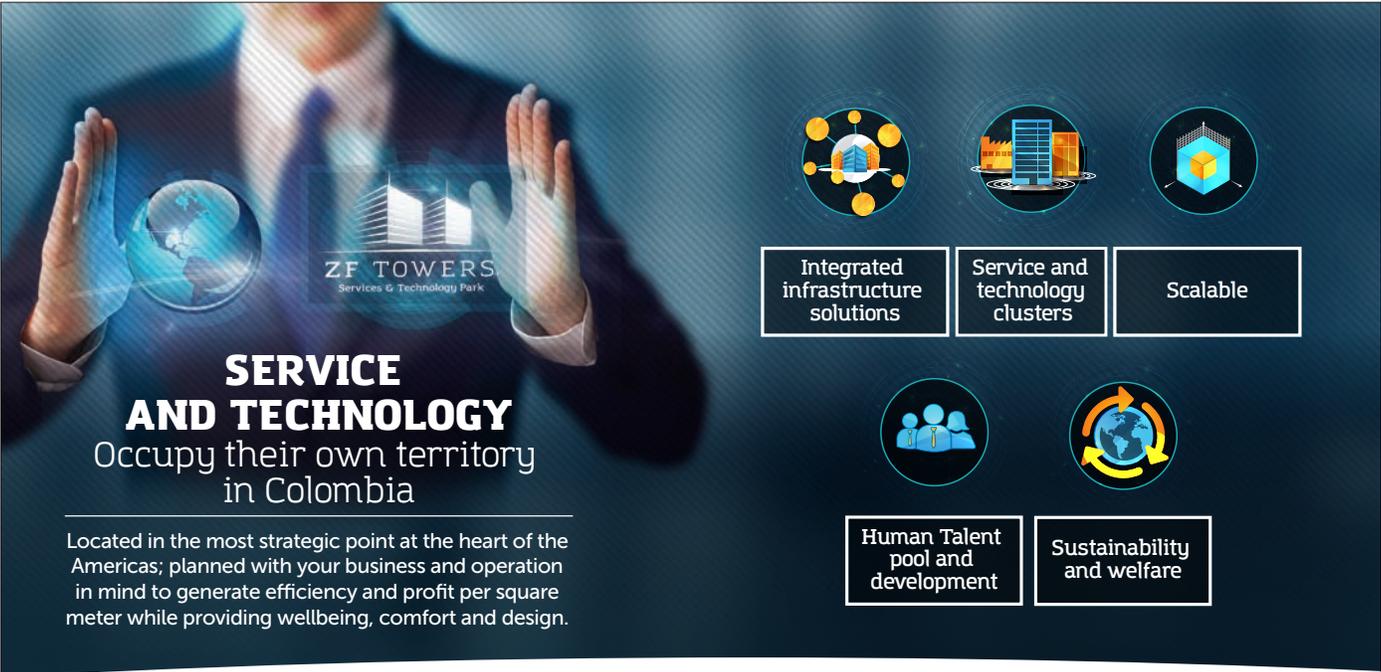
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