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THE 2009

GLOBAL OUTSOURCING

INSIDE:

The New Rules of the Game S2
Leading the League..... S9
The 2009 Global Outsourcing 100 List.... S10



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The New Rules of the Game

The business case for outsourcing is being reevaluated. Now companies are demanding more flexibility, savings, and innovation from their providers.

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Mention the economic crisis and you're likely to get an opinion—and a forceful one, at that—on bailouts or bonuses. But at companies around the globe, another issue is getting lots of attention lately. Namely: What does the current financial climate mean for the future of outsourcing?

When the turmoil in the financial markets hit, many companies that had been outsourcing, or considering new outsourcing projects, took a step back. They looked at the dismal economic forecasts—the World Bank expects a 1.7% drop in global GDP in 2009, which will be the first decline in industrial production since World War II—and realized they had to reengineer their business models for a global recession. That meant reexamining their outsourcing strategies.

Make no mistake, though: Lull or not, outsourcing isn't going away. Just the opposite. In some areas—like the offshoring of knowledge-intensive services, such as software and product development—outsourcing is accelerating. And little wonder: Done right, it is an effective way to reduce operating costs, access R&D, and tap into the global talent pool.

"We are seeing a lot of clients reevaluating the business cases for outsourcing," says Patrick McArdle, global leader for shared services and outsourcing advisory services at PricewaterhouseCoopers in London. "More are demanding flexibility, savings, and

innovation from their providers."

It's a phenomenon that's reshaping the industry's landscape. Price wars have begun. Gartner, the IT research and advisory company, estimates a drop in IT outsourcing fees of up to 20% by 2010. At the same time, companies are looking for new ways to finance large outsourcing projects. They want technology that allows them to ramp up a sales force when business is good, and downsize when it's not. They are also looking for benchmarking tools that will allow them to track their outsourcing projects, to make sure goals are being met.

A November 2008 survey by the Offshoring Research Network (ORN), an initiative of Duke University's Center for International Business Education and Research, shows just how demanding companies plan to be this year: 54% expect to push for more efficient processes; 40% intend to pressure their providers to increase savings; 14% will urge them to relocate to lower-cost economies like Egypt, Nicaragua, and Sri Lanka.

It comes as good news, then, that in an environment where outsourcing relationships could quickly turn adversarial, some forward-looking providers are taking major steps to help clients do more for less. The following four trends show how the most successful providers are weathering and prospering in the midst of economic turmoil—and, importantly, how they're making it possible for their partners to do the same.



According to a Duke survey, this year 54% of users will push their outsourcing providers to adopt more efficient processes.

Leveraging Technology

It's an old rule of thumb that technology, implemented wisely, can save time and money. But there's another advantage it brings to the table: flexibility. That's a lesson TeleTech, a leading global business process and customer interaction management provider, has effectively leveraged to create a virtual work-at-home solution to help its clients provide innovative service delivery.

In January, while businesses throughout the world were wrestling with the fallout of a rapidly deteriorating economy, a TeleTech client in Britain had a more imminent catastrophe on its plate. A major snowstorm had just hit, preventing 40% of the workforce in London and South East England from getting to their jobs. For the client, a large international company, that meant trouble: A large number of its sales associates would be unavailable to take customer calls, which meant a lot of unhappy customers and a potential loss of business. Worried managers made a call of their own to TeleTech's headquarters in Englewood, Colo. Fortunately, the outsourcing provider had a technology-based solution.

Using an innovative Internet-based platform—called TeleTech@Home—TeleTech worked with the client to quickly mobilize its far-flung virtual workforce. With the push of a button the company engaged its sales associates who work out of their homes in

Australia, the U.S., and Britain. Within minutes, TeleTech brought the first of 175 TeleTech@Home workers online to support customers, in place of the snow-stranded staff. By the end of the week, 700 extra customer orders had been processed, resulting in sales that were 33% above the company's weekly average.

"With a virtual workforce, companies can rapidly adjust their staffing levels as circumstances warrant," says Nancy Metzger, vice president for global marketing at TeleTech. "And the technology lets us hire the best possible talent—people who might not be able to commute into a traditional call center. It means companies are able to improve costs without cutting service."

Big Providers, Big Benefits

In an economic environment where companies are cautious about every dollar they spend, finding new and creative ways to finance outsourcing projects has become critical. This trend is clearly seen in the Duke survey: 23% of respondents reported they are spreading the implementation of projects over a longer period, and 9% said they are getting their providers to finance project investment costs in return for guaranteed cash flow over the length of the partnership. "Where it had been unusual to see a contract for even seven years, now we're seeing them for ten," says McArdle. "If a provider is going to make a \$50 million

investment, it needs assurance that it is going to get an income.”

Since only the largest providers typically have the resources to go this route, it makes them more attractive to companies looking to outsource the financing along with the project. The big providers, too, are the most likely to purchase so-called “captives”—offshore entities that function like an outsourcing provider but are, in fact, owned by the company sending over the work. Spinning off captives, and obtaining cash injections from their sale, has been another new strategy companies have been using since the financial crisis struck. Last October, for example, Citigroup raised \$505 million through the sale of its Global Services unit to Tata Consultancy Services, a leading outsourcing firm based in India.

The largest providers are also in the best position to offer multiple services to their clients. One-stop shopping is something that’s also seeing increasing

popularity, and proponents point to a host of advantages: “You get integrated services, one invoice, a better cost structure, and a single point of contact for support,” says Jørgen Lindegaard, CEO of ISS, one of the world’s largest providers of facility services. A 108-year-old company whose clients include Lloyd’s of London, UBS, Daimler, and Hewlett-Packard, ISS has more than 470,000 employees in 50 countries. Over the last few months, the company has “definitely seen an uptick in its integrated services business due to increased outsourcing,” Lindegaard notes.

One-stop shopping hasn’t always been an easy sell. “For a long time, companies were happy using different providers for different functions and didn’t see the need to change,” says Lindegaard. But they were worried about risk: Relying on one provider for ten services meant if anything happened to that provider, many corporate functions could

Egypt, Nicaragua, and Sri Lanka are lower-cost economies that are attracting the next wave of outsourcing.



Being ahead of the curve is no longer enough.

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See how we do it...www.telettech.com/curve.

Some companies are getting their outsourcing providers to finance project investment costs in return for guaranteed long-term contracts.



be affected. The economic environment, however, is changing the picture. “Companies are now taking a closer look at how efficient their current service setup is, and they are discovering that there are real benefits to integrated facility service outsourcing.” With the proper due diligence—looking at a provider’s track record and client list, for instance—clients can put their minds at ease about the risks and reap the benefits.

3 Monitoring Made Easy

Companies are increasingly centralizing the management of outsourcing projects, even bringing it to the C-suite, but that doesn’t mean much if they don’t have the full picture of how well, or poorly, their projects are faring. They need to see where goals are being met, where they are lagging, and potential trouble spots. To do this they need to monitor the right metrics—or, as they’re called in the trade, the Key Performance Indicators (KPIs). “A company that outsources copy or print services can measure and benchmark the cost per page, job types produced, and the number of service calls, so they can identify areas that need attention,” says Elizabeth Halaki, chief marketing officer at Océ Business Services Inc., a leading provider

of document process management services and technology.

New performance management systems don’t just track KPIs, they do so in real time and enterprise-wide. Océ MAX is an advanced system from Océ that combines Six Sigma-based methodologies with document process expertise and Web-based performance monitoring. An Océ employee using Océ MAX helped a major telecommunications company discover that it was sending many non-urgent materials between offices via expensive overnight courier. After engaging Océ for a Six Sigma project, the company implemented a new process to send these materials via inter-office pouch. The new approach saved \$500,000 in the first year.

“Few service providers can offer clients a performance management tool to see key operational metrics that are aligned with their unique strategies. This leads to greater accountability, ongoing improvement, and closer partnership,” says Halaki. “In an economic downturn, every area where companies can reduce costs and increase efficiency makes a big difference.”

4 Reengineering the Corporation

Putting the screws to providers to cut costs isn’t the only way companies get more bang for their outsourcing buck. They can also enhance efficiency through business process redesign. And the tweaks aren’t always technical. “If you are processing expense claims for a company, perhaps you used to get the receipts in a bag because companies wanted to keep their salespeople happy, and letting them avoid paperwork helped do that,” says Dr. Shan Nair, co-founder of Nair & Co., an international provider that handles accounting, HR, legal, and other tasks for startup and established businesses in more than 40 countries. “Now companies are saying, ‘No, if employees want to get paid, they need to make the effort to produce a claim.’ They don’t want us preparing it

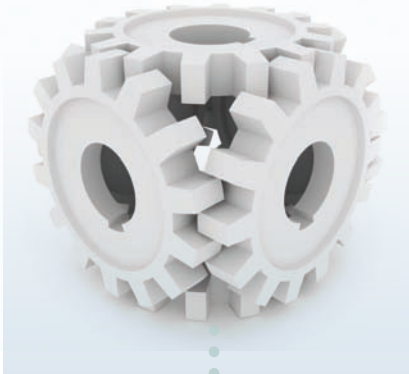
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Functions being outsourced have moved up the food chain and include HR and product development.

for them. They want us only to check for inappropriate items, and once these are resolved and the claim is approved by the client, to pay it and move on.”

Perhaps the most interesting part of the reengineer-the-way-we-work trend is that it is spurring some companies to outsource processes they had previously kept in-house. For example, clients closing down their internal finance and HR functions are assigning these tasks to Nair & Co. “It is changing the way we work,” says Dr. Nair. “Instead of helping a company expand, we’re helping it contract, at the same time ensuring that existing processes continue to be smoothly supported. Either way, the goal is the same: helping companies operate as efficiently as possible, while reducing costs.”

The big question is whether politics will hinder that path to efficiency. With so many jobs lost here at home, will public and political pressure create an envi-

ronment of protectionism? When reports surfaced in mid-March that JPMorgan Chase planned to spend \$400 million of its \$25 billion in bailout funds to outsource IT work to India, 43 members of Congress wrote Chase CEO Jamie Dimon, demanding that he explain the company’s plans, given that there are plenty of trained but unemployed workers in the U.S. Some outsourcing experts worry that the backlash against plans like these may be an overreaction, losing sight of the big picture.

“What will happen if countries set out to protect today’s jobs at the expense of tomorrow’s global economy?” asks Michael Corbett, chairman of the International Association of Outsourcing Professionals (IAOP). “We need to keep in mind that we got into this together and we’ll only get out of it together. We have a shared challenge and a shared opportunity.” —Alan Cohen

MEETING CROSS-CULTURAL CHALLENGES

Companies that expand overseas are looking for opportunities, not problems. Yet local laws and procedures that come into play when setting up shop abroad—everything from hiring and firing to tax filings—can be a minefield.

That’s where Nair & Co. comes in. By providing HR, finance, tax, compliance, and legal services in over 40 countries in Europe, the Americas, Asia, and Africa, it takes the risks, distractions, and delays out of overseas moves. “For a lot of emerging companies, overseas expansion doesn’t mean setting up a big, new office. It means hiring one salesperson,” says Nair & Co.’s co-founder, Dr. Shan Nair. “Managers may not know that U.S. offer letters are not binding on employees in Europe; or how to treat stock options in Germany. They may not fully grasp the language or culture. And they don’t have time to learn. We’ve spent two decades mastering it. That is knowledge we can leverage




to get companies up and running quickly and safely.”

Nair & Co.’s clients range from major companies like Hawker Beechcraft and Exigen Services to startups. For a U.S. client that acquired a company in China, Nair & Co. ensured that post-acquisition financial controls that complied with Sarbanes-Oxley regulations were implemented. For a software company that hired an executive who had complicated overseas taxation and immigration issues, Nair & Co. ensured compliance with the foreign regulations. For a company that recently downsized, it took over the financial tasks that had been han-

dled by its European controller.

Whether a company is looking to exploit an opportunity or tackle a challenge, it’s not only the work that gets outsourced to Nair & Co.—it’s also the headaches.

NAIR & CO. 

100

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LEADING THE LEAGUE

A look at how the Global Outsourcing 100 lists are compiled.

The International Association of Outsourcing Professionals (IAOP) fourth annual ranking of the world's best outsourcing service providers—plus its first-ever ranking of the world's top outsourcing advisors—shines the spotlight on an industry that is still robust despite the global recession. Provider revenues grew 13% in 2008, down just slightly from 14% the prior year. Although the recession's impact on outsourcing consulting and legal firms was more dramatic, their 2008 revenues still grew 5%, down from 14% in 2007.

Accenture and IBM held the top two spots, but a number of providers made

big moves this year. Convergys, the Cincinnati-based customer relationship management expert, grabbed the sixth spot, rising from No. 57 last year. It was followed by Denmark-based ISS and real estate giant CB Richard Ellis, which catapulted from 29th to eighth place, fueled in part by its December 2006 acquisition of Trammell Crow.

This year's Rising Stars list—the smaller outsourcing companies with breakneck growth rates—is led by four newcomers from different parts of the world: Synogy Inc. (USA), China Data Group (China), Grupo ASSA (Argentina), and Xceed (Egypt).

To make the list, companies submitted applications covering some 18 criteria. They were judged not just on the size of their revenues, work force, and global presence, but also on customer satisfaction and their approach to corporate social responsibility. The applications were then reviewed and scored by a panel of independent judges, all industry experts that use outsourcing services.

The same methodology was used to compile the list of the world's best outsourcing advisors (below)—firms that provide consulting and legal advice to the industry's buyers and sellers. Here, it is split into Leaders—firms with large global practices of more than 50 professionals or \$25 million in revenue—and the more specialized niche players, called Boutiques. Topping the list in their respective categories are PricewaterhouseCoopers, the global tax, assurance, and advisory firm, and Quint Wellington Redwood, the Netherlands-based consultant. ●

IAOP World's Best Outsourcing Advisors

LEADERS

1	PRICEWATERHOUSECOOPERS
2	EQUATERRA
3	GARTNER
4	KPMG
5	TPI
6	BOOZ & COMPANY
7	GLOBAL SOURCING ADVISORY GROUP
8	MAYER BROWN
9	AVASANT

BOUTIQUES

10	QUINT WELLINGTON REDWOOD
11	KIRKLAND & ELLIS
12	EXPENSE MANAGEMENT SOLUTIONS
13	BIERCE & KENERSON
14	VANTAGE PARTNERS
15	RAMPRATE SOURCING ADVISORS
16	ALSBRIDGE
17	NEOIT
18	ARCHSTONE CONSULTING
19	ZINNOV MANAGEMENT CONSULTING
20	HIMFORMATICS



Fill in the piece that's been missing in your most difficult outsourcing puzzles – The International Association of Outsourcing Professionals™



Congratulations to our 2009 Outsourcing Hall of Fame inductees, who epitomize the outsourcing leadership and excellence that IAOP fosters.
Marty Chuck, COP, founder and managing partner, The CXOs LLC; Rick Wartzman, director of the Drucker Institute at Claremont Graduate University, accepting for the late Peter F. Drucker, management consultant and author; and Lynn Blodgett, president and chief executive officer of Affiliated Computer Services (ACS).

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 OUTSOURCING PROFESSIONALS

To find out how IAOP can help increase the value of your company's outsourcing relationships, go to www.outsourcingprofessional.org.

IAOP Global Outsourcing 100 Leaders

Scoring was based on a review of applications by an independent panel of judges with some additional fact-checking. Final ranking was based on a weighted average of four distinguishing characteristics: size and growth rate; customer references; demonstrated competencies; and management capabilities.

NO.	COMPANY	WEBSITE	KEY STRENGTH	SERVICES
1	Accenture	www.accenture.com	Management Capabilities	IT & Comm. Mgmt.; Financial Mgmt.; HR Mgmt.
2	IBM	www.ibm.com	Demonstrated Competencies	IT & Comm. Mgmt.; CRM; Financial Mgmt.
3	Sodexo	www.sodexo.com	Customer References	Real Estate & Asset Mgmt.; Facility Svcs.; Svc. Vouchers & Cards
4	Tata Consultancy Services	www.tcs.com	Customer References	IT & Comm. Mgmt.; Engineering Svcs.; Infrastructure Svcs.
5	Wipro Technologies	www.wipro.com	Demonstrated Competencies	IT & Comm. Mgmt.; R&D; Financial Mgmt.
6	Convergys	www.convergys.com	Customer References	CRM; HR Mgmt.; IT & Comm. Mgmt.
7	ISS	www.issworld.com	Balanced Performance	Facility Svcs.
8	CB Richard Ellis	www.cbre.com	Customer References	Real Estate & Asset Mgmt.; Facility Svcs.
9	Infosys Technologies	www.infosys.com	Management Capabilities	IT & Comm. Mgmt.; Transaction Proc.; IT & Strategic Consulting
10	Capgemini	www.capgemini.com	Customer References	IT & Comm. Mgmt.; Financial Mgmt.; CRM
11	Genpact	www.genpact.com	Customer References	Financial Mgmt.; Transaction Proc.; IT & Comm. Mgmt.
12	Colliers International	www.colliers.com	Customer References	Real Estate & Asset Mgmt.; Corporate Svcs.; Facility Svcs.
13	CSC	www.csc.com	Customer References	IT & Comm. Mgmt.; Transaction Proc.; CRM
14	NCR	www.ncr.com	Balanced Performance	IT & Comm. Mgmt.; Consulting Svcs.; eCommerce Svcs.
15	Jones Lang LaSalle	www.joneslanglasalle.com	Management Capabilities	Real Estate & Asset Mgmt.; Facility Svcs.; Transaction Proc.
16	CGI Group	www.cgi.com	Balanced Performance	IT & Comm. Mgmt.; Transaction Proc.; HR Mgmt.
17	Sitel	www.sitel.com	Size & Growth	CRM; Sales; Transaction Proc.
18	Unisys	www.unisys.com	Customer References	IT & Comm. Mgmt.; Transaction Proc.; Logistics
19	EDS, an HP Company	www.eds.com	Balanced Performance	IT & Comm. Mgmt.; CRM; Transaction Proc.
20	HCL Technologies	www.hcltech.com	Management Capabilities	CRM; Financial Mgmt.; Transaction Proc.
21	ADP	www.adp.com	Management Capabilities	Transaction Proc.; HR Mgmt.; Administrative Svcs.
22	Ceridian	www.ceridian.com	Management Capabilities	HR Mgmt.; Transaction Proc.
23	Intelenet Global Services	www.intelenetglobal.com	Balanced Performance	CRM; Transaction Proc.; Travel Svcs.
24	Williams Lea	www.williamslea.com	Demonstrated Competencies	Document Mgmt.; Marketing; Facility Svcs.
25	ACS	www.acs-inc.com	Balanced Performance	IT & Comm. Mgmt.; HR Mgmt.; Administrative Svcs.
26	Aegis	www.aegispbo.com	Customer References	CRM; Financial Mgmt.; Transaction Proc.
27	ARAMARK	www.aramark.com	Management Capabilities	Facility Svcs.; Food & Facilities Mgmt. Svcs.; Work Apparel Supply
28	CPM Braxis	www.cpmbraxis.com	Balanced Performance	IT & Comm. Mgmt.
29	Inspur	www.inspur.com	Customer References	IT & Comm. Mgmt.
30	Tech Mahindra	www.techmahindra.com	Customer References	IT & Comm. Mgmt.
31	Hewitt Associates	www.hewitt.com	Management Capabilities	HR Mgmt.; Administrative Svcs.
32	Lionbridge	www.lionbridge.com	Management Capabilities	R&D; IT & Comm. Mgmt.; Transaction Proc.
33	NIIT Technologies	www.niit-tech.com	Balanced Performance	IT & Comm. Mgmt.; Transaction Proc.
34	Softtek	www.softtek.com	Balanced Performance	IT & Comm. Mgmt.; Transaction Proc.
35	Diebold	www.dieboldintegratedservices.com	Balanced Performance	CRM; IT & Comm. Mgmt.; Transaction Proc.
36	Firstsource Solutions	www.firstsource.com	Customer References	CRM; Transaction Proc.; Financial Mgmt.
37	EMCOR Group	www.emcorgroup.com	Balanced Performance	Real Estate & Asset Mgmt.; Facility Svcs.; Indus.-Specific Svcs.
38	L&T Infotech	www.lintinfotech.com	Demonstrated Competencies	IT & Comm. Mgmt.; IT Product Engineering
39	TeleTech Holdings	www.teletel.com	Demonstrated Competencies	CRM; Transaction Proc.; Sales
40	Amdocs	www.amdocs.com	Demonstrated Competencies	IT & Comm. Mgmt.; Financial Mgmt. for Comm.; CRM
41	SPi	www.spi-bpo.com	Balanced Performance	CRM; Document Mgmt.; Administrative Svcs.
42	Mastek	www.mastek.com	Management Capabilities	IT & Comm. Mgmt.; Financial Mgmt.
43	Concentrix	www.concentrix.com	Customer References	CRM; Sales; Transaction Proc.
44	Johnson Controls	www.johnsoncontrols.com	Balanced Performance	Real Estate & Asset Mgmt.; Facility Svcs.; Indus.-Specific Svcs.
45	MindTree	www.mindtree.com	Management Capabilities	IT & Comm. Mgmt.; R&D; Legal
46	Océ Business Services	www.obs-innovation.com	Demonstrated Competencies	Document Mgmt.; Facility Svcs.; Administrative Svcs.
47	Patni Computer Systems	www.patni.com	Balanced Performance	IT & Comm. Mgmt.
48	NCO Group	www.ncogroup.com	Demonstrated Competencies	CRM
49	EXL Service	www.exlservice.com	Demonstrated Competencies	Indus.-Specific Svcs.—Insur.; Transaction Proc.; Financial Mgmt.
50	Neusoft	www.neusoft.com	Balanced Performance	Indus.-Specific Svcs.; R&D; IT & Comm. Mgmt.
51	EPAM Systems	www.epam.com	Balanced Performance	IT & Comm. Mgmt.

NO.	COMPANY	WEBSITE	KEY STRENGTH	SERVICES
52	Newmark Knight Frank	www.newmarkkf.com	Balanced Performance	Corporate Svcs.; Real Estate & Asset Mgmt.; Facility Svcs.
53	Syntel	www.syntelinc.com	Demonstrated Competencies	IT & Comm. Mgmt.; Transaction Proc.; Indus.-Specific Svcs.
54	VanceInfo	www.vanceinfo.com	Customer References	R&D; IT & Comm. Mgmt.
55	HOV Services	www.hovservices.com	Customer References	Financial Mgmt.; Transaction Proc.; Document Mgmt.
56	Hexaware Technologies	www.hexaware.com	Customer References	IT & Comm. Mgmt.; Transaction Proc.; Corporate Svcs.
57	Headstrong	www.headstrong.com	Balanced Performance	IT & Comm. Mgmt.; Real Estate & Asset Mgmt.
58	Donlen	www.donlen.com	Management Capabilities	Corporate Svcs.; CRM; Fleet Svcs.
59	iGATE	www.igate.com	Demonstrated Competencies	IT & Comm. Mgmt.; Transaction Proc.
60	CPA Global	www.cpaglobal.com	Balanced Performance	Legal
61	ChinaSoft International	www.chinasofti.com	Size & Growth	R&D; IT & Comm. Mgmt.; Transaction Proc.
62	Grubb & Ellis	www.grubb-ellis.com	Balanced Performance	Real Estate & Asset Mgmt.
63	WNS Global Services	www.wns.com	Balanced Performance	Financial Mgmt.; CRM
64	NCS	www.ncs.com.sg	Management Capabilities	IT & Comm. Mgmt.; Financial Mgmt.; Corporate Svcs.
65	Luxoft	www.luxoft.com	Management Capabilities	Product Manufacturing
66	TIVIT	www.tivit.com.br	Size & Growth	IT & Comm. Mgmt.; Transaction Proc.; Facility Svcs.
67	AppLabs	www.applabs.com	Demonstrated Competencies	IT & Comm. Mgmt.
68	Sutherland Global Services	www.suth.com	Demonstrated Competencies	Sales; IT & Comm. Mgmt.; Transaction Proc.
69	Pitney Bowes	www.pb.com	Management Capabilities	Facility Svcs.; Document Mgmt.; Transaction Proc.
70	Outsource Partners International	www.opiglobal.com	Customer References	Financial Mgmt.; Real Estate & Asset Mgmt.; Legal
71	SEI	www.seic.com	Management Capabilities	Financial Mgmt.; Transaction Proc.
72	Cushman & Wakefield	www.cushwake.com	Management Capabilities	Real Estate & Asset Mgmt.; Facility Svcs.; Financial Mgmt.
73	Aditya Birla Minacs	www.minacs.adityabirla.com	Size & Growth	CRM; Sales; Marketing
74	hiSoft Technology International	www.hisoft.com	Customer References	R&D; Product Manufacturing; IT & Comm. Mgmt.
75	Quattro BPO Solutions	www.quattro.com	Demonstrated Competencies	Transaction Proc.; Indus.-Specific Svcs.; CRM

IAOP Global Outsourcing 100 Rising Stars

NO.	COMPANY	WEBSITE	KEY STRENGTH	SERVICES
76	Synggy	www.synggy.com	Demonstrated Competencies	Transaction Proc.; Sales; Facility Svcs.
77	China Data Group	www.chinadatagroup.com	Size & Growth	Transaction Proc.; Administrative Svcs.; CRM
78	Grupo ASSA	www.grupoassa.com	Customer References	IT & Comm. Mgmt.; Logistics; Financial Mgmt.
79	Xceed	www.xceedcc.com	Demonstrated Competencies	Transaction Proc.; CRM
80	Emerio	www.emeriacorp.com	Customer References	IT & Comm. Mgmt.; HR Mgmt.
81	ePerformax Contact Centers	www.eperformax.com	Customer References	CRM; IT & Comm. Mgmt.
82	Beyondsoft (Beijing)	www.beyondsoft.com	Balanced Performance	R&D; IT & Comm. Mgmt.; Administrative Svcs.
83	InterGlobe Technologies	www.igt.in	Demonstrated Competencies	IT & Comm. Mgmt.; CRM; Indus.-Specific Svcs.—Air Trans.
84	Nair & Co.	www.nair-co.com	Balanced Performance	Financial Mgmt.; HR Mgmt.; Transaction Proc.
85	Bleum	www.bleum.com	Size & Growth	IT & Comm. Mgmt.
86	Ci&T	www.ciandt.com	Management Capabilities	IT & Comm. Mgmt.; R&D; Marketing
87	Auriga	www.auriga.com	Customer References	R&D; IT & Comm. Mgmt.
88	M&Y Data Solutions	www.mydatasolutions.com	Customer References	Transaction Proc.—Banking/Insur.; Document Mgmt.
89	SaM Solutions	www.sam-solutions.net	Balanced Performance	R&D; IT & Comm. Mgmt.; HR Mgmt.
90	Knoah Solutions	www.knoah.com	Management Capabilities	CRM; Transaction Proc.
91	Microland	www.microland.com	Balanced Performance	IT & Comm. Mgmt.
92	Grupo Prominente	www.grupoprominente.com	Balanced Performance	IT & Comm. Mgmt.; Transaction Proc.; CRM
93	DataArt	www.dataart.com	Balanced Performance	R&D; IT & Comm. Mgmt.
94	Reksoft	www.reksoft.com	Demonstrated Competencies	IT & Comm. Mgmt.; R&D
95	The Symbio Group	www.symbio-group.com	Balanced Performance	R&D; IT & Comm. Mgmt.; Product Manufacturing
96	Corbus	www.corbus.com	Management Capabilities	IT & Comm. Mgmt.; Logistics
97	MERA Networks	www.meranetworks.com	Demonstrated Competencies	R&D; IT & Comm. Mgmt.
98	Itransition	www.itransition.com	Balanced Performance	IT & Comm. Mgmt.; R&D; Indus.-Specific Svcs.
99	CleNET International	www.cienet.com.cn	Balanced Performance	IT & Comm. Mgmt.; R&D; Indus.-Specific Svcs.
100	Mindcrest	www.mindcrest.com	Size & Growth	Legal; HR Mgmt.