

THE MAGAZINE DRIVEN BY & FOR THE OUTSOURCING PROFESSIONAL

PUBLISHED BY **IAOP** WWW.IAOP.ORG

ISSUE 11 | MAY/JUNE 2014

# PULSE

## FAST COMPANY

Outsourcing Opportunity Ahead in Insurance p18-23

## C-SUITE

Meet the Father of BPO in India p50-57

## HOT SPOT

Australia and New Zealand p48-49



## CORPORATE SOCIAL

## RESPONSIBILITY ISSUE

**AN IN DEPTH LOOK AT IMPACT SOURCING P50-57**

New Series of Working Group White Papers page 26-29

Out-of-the-box thinking  
requires out-of-the-box doing.

High performance. **Delivered.**

Innovation is essential for achieving high performance. But brilliant ideas are pointless without sound execution. We bring strategic and practical insights to help you frame your vision and the delivery skills to help you achieve it. Making ideas tangible. Realizing opportunities. Accelerating speed to market. That's high performance, delivered.

consulting | technology | outsourcing

  
accenture

THE MAGAZINE DRIVEN BY & FOR THE OUTSOURCING PROFESSIONAL

# PULSE

---

**CORPORATE SOCIAL RESPONSIBILITY EDITION**

---



## FAST COMPANY

**The Outlook in P&C and  
Health Insurance**  
p18-23



## IMPACT SOURCING

**Innovative Outsourcing  
that is Making a Difference**  
p30-37



## C-SUITE

**Raman Roy Raises  
an Industry in India**  
p50-57

### FURTHER READING

Working Group White Paper: Going Beyond the Sale ..... p26-29

**Best of the Knowledge Center**

- Creating a Company Culture in Outsourcing ..... p12-16

- Skills for Shared Services vs. Outsourcing ..... p24-25



# HOT SPOT

**Australia and New Zealand p48-49**



© iStockPhoto Inc. / midstock

## **REGULAR FEATURES**

Letter from the CEO .....	<b>p5</b>	Joining IAOP: New Members & Benefits .....	<b>p58-59</b>
Pulse Contributors .....	<b>p6</b>	Pulse Professional .....	<b>p60-63</b>
Taking the Pulse .....	<b>p7</b>	Chapter Roundup .....	<b>p64</b>
The Beat: News & Commentary .....	<b>p8</b>	Pulse Flash .....	<b>p65</b>
The “O” Book Club .....	<b>p11</b>		

## **CSR SPECIAL COVERAGE**

Sandbox Question on Impact Sourcing Answered .....	<b>p10</b>
Our Shark Tank Show is a Hit .....	<b>p30-37</b>
Video Message to IAOP from Rockefeller Foundation .....	<b>p41</b>
Dean Kamen’s New Machines .....	<b>p46-47</b>





# CEO'S DESK

## WELCOME TO THE CSR ISSUE!



### ALL AROUND US, WE ARE SEEING THE GOOD OUTSOURCING IS DOING.

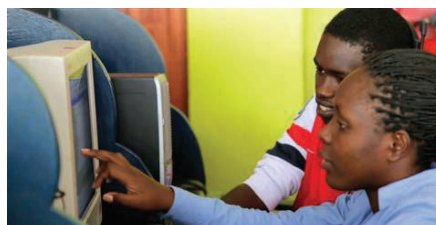
An innovative new area in outsourcing is impact sourcing. Employing high potential but disadvantaged people, typically in low-income rural areas, is having a positive financial and social impact for companies in our industry.

The Rockefeller Foundation has been actively supporting the development of the Impact Sourcing sector. IAOP is proud to support them on their work and we look forward to continuing to build our relationship by raising awareness, support and involvement of our membership in this area.

In this issue, the Rockefeller Foundation provides an Impact Sourcing 101 primer covering everything you want to know on how to get started, delivery models and more. Author Sarah Troup is a member of IAOP's CSR committee. One of our most active, the CSR committee has been involved since 2008 in identifying and promoting discussion among IAOP members on how outsourcing can be used as a powerful tool for advancing critical social, economic and environmental issues on a global basis.

The CSR committee presented the outstanding CSR in Action! programming on the final day of

The 2014 Outsourcing World Summit in Florida. In case you missed the new hit, we bring you coverage of this industry's first CSR game show based on the reality shows Shark Tank and American Idol. I would like to thank



**IAOP is committed  
to impact sourcing and  
supports the meaningful  
work being done by the  
Rockefeller Foundation  
to develop this sector.**

all the committee members for their hard work in this important area to our industry.

In our View from the C-Suite, we feature an interview with Raman Roy, a pioneer in using CSR in outsourcing whose work to bring jobs to villages in India gave birth to the BPO industry in the country. Raman was inducted into our Outsourcing Hall of Fame

in 2013 for the many economic and social impacts he has made on the industry, and he shares his words of advice as a "father" to the industry.

Also in this issue you'll find stories on the important vertical segment of insurance with stories looking at the P&C and health areas of the business. The Hot Spot takes us to New Zealand and Australia. We also feature the first in a series of white papers from the working groups at The Outsourcing World Summit. This paper features customer and provider perspectives on "Going Beyond the Sale."

In our Knowledge Center, we look at the skills for shared services and outsourcing and find they really aren't that much different; and explore how outsourcing companies can create their own culture.

Lastly, be sure to continue reading Pulse for the latest on training and certification, chapters, events, outsourcing's best reads, and more...

Thanks for reading!

DEBI HAMILL, CEO IAOP



PUBLISHER

**IAOP**

Debi Hamill, CEO

EDITOR-IN-CHIEF

**Sandy Frinton**

sandy.frinton@iaop.org

MANAGING EDITOR

**Jag Dalal, COP**

jag.dalal@iaop.org

PULSE BLOG EDITOR

**Kate Tulloch-Hammond**

kate.hammond@iaop.org

SENIOR MANAGING DIRECTOR,  
STRATEGY & PROGRAM INTEGRATION

**Kim Maneeley**

kim.maneeley@iaop.org

CREATIVE DIRECTOR

**Pamela Zarrella**

brandingwithpam.com

EDITORIAL BOARD

**Michael F. Corbett**, Chairman, IAOP

**Matthew P. Shocklee**, COP, Managing Director  
& Global Ambassador, IAOP

**John Hindle**, Outsourcing Marketing, Accenture

**Neil Hirshman**, COP, Partner, Kirkland & Ellis

**Eugene Kublanov**, COP, Managing Director, KPMG

ADVERTISING

**Scott Douglas**

scott.douglas@iaop.org

+1.845.452.0600 ext.103

CONTRIBUTIONS

PULSE welcomes contributors!

Please email: pulse@iaop.org



**IAOP**

2600 South Rd. Suite 44-240

Poughkeepsie, NY 12601

+1.845.452.0600

This publication (and any part thereof) may not be reproduced, transmitted or stored in any print or electronic format (including but not limited to any online service, any database or any part of the internet) or in any other format in any media whatsoever, without the prior written permission of the publisher. IAOP accepts no liability for the accuracy of the contents or any opinions expressed herein.

# PULSE

## CONTRIBUTORS

**DEBRA WARD** Has worked as an organizational change consultant for outsourcing companies and also is the chair of Women in FM in the UK. Holds an MBA in organizational behavior development and change management and enjoys cooking.



**ANDREW ALLEYNE** Partner, Fasken Martineau DuMoulin LLP. Focuses his corporate commercial practice on outsourcing transactions and technology-related matters. Named a "Rising Star" by Lexpert magazine and enjoys golf.



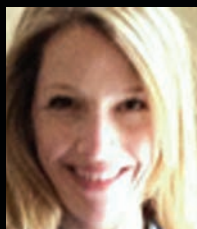
**DAN EPSTEIN** CEO of Re Source Pro. Raised in Wales, he has served as a gunner in the Israeli military and worked with tech start-ups in Washington, D.C. Passionate about insurance operations excellence and his family.



**CHRISTOPHER LONG** COP, Advises healthcare payers and providers on strategy, after previously serving as a COO and leading a BPO Center for healthcare companies. A wine collector, he skis and does yoga.



**SARAH TROUP** Associate Director with the Rockefeller Foundation and member of IAOP's CSR committee. Supports the Foundation's strategic and operational management of initiatives. Likes to bike around NYC, where she lives.



# TAKING THE PULSE

## FEEDBACK AND COMMENTARY FROM THE PULSE COMMUNITY

“As C-suites across the globe become increasingly focused on sustainability, vendors big and small often suffer from survey fatigue: they’re overwhelmed by the growing number and exhaustive nature of corporate responsibility questionnaires. After all, they have businesses to run and what kind of benefits are they reaping from tedious scorecards?”

From IAOP Pulse Blog Battling Survey Fatigue: Five Tips for Simpler, More Effective Supply-Chain Evaluation, by guest blogger, Mary D. Lewis, Sourcing Manager for Sprint

### TRENDING LINKEDIN TOPICS

Some recent topics our LinkedIn group engaged in on the Discussions Board:

**WORLD EVENTS IN UKRAINE – IMPACT ON GLOBAL TECH** (started by Steve Mezak, CEO of Accelerance, Inc.) “What do you do when your outsourced programming team is in a country beset by political disruption?”

- Alex Kozlov, Marketing Director for North America, Information Services Group - “Interesting discussion. I think the comment about stress and anxiety is important. Whether it’s a political situation or a natural disaster (such as the recent typhoon in the Philippines), the ‘expert analysts’ seem to focus almost exclusively on infrastructure, communications and whether people can get to their jobs. You also need to consider that people are worried about their friends and families, are probably constantly discussing the situation with their colleagues, and, in general, are likely to be distracted.”

- Alexander Fineboym, Manager at Croc Inc. - “I have a lot of Ukrainian partners who represent U.S. branches and there’s nothing serious from the business side that happened there. They work despite the Russian-Ukrainian struggle. Nothing except business. I cannot imagine what could happen with Internet for the whole country.”

- Guntis Urtans, Managing Director at Colabpro Outsourcing - “If I was an Ukrainian outsourcing provider, I would

probably also tell you that we have business as usual, nothing special, in order not to send wrong signals to current and potential customers. However, while operational risks may not be that high especially in the Western part of country, customer perception is another story. Putting your project in a region, which may appear to be (worst scenario) a battle field, may raise red flags. On the other hand, the current situation brings some risks also to outsourcing to Russia. Western sanctions may impact business there as well.”

- Alex Golod, Outsourcing Expert and VP, Business Development, Waverley Software - “It is definitely ‘business as usual.’ However we, as service providers, need to manage customer perceptions and expectations proactively. We see the trend that large public corporate clients, particularly from the U.S., with governance structure are worried, and ask for contingency plans. Small to midsize businesses, as well as startups, are much less concerned about the potential business impact. All in all, the situation is challenging for attracting and retaining large corporate clients to Ukraine, but I remain fairly optimistic that the geopolitical situation will stabilize soon. Customers don’t like to deal with uncertainty and stabilization should help.”

### DATA GOVERNANCE, WHAT ARE YOUR STRATEGIES AND METHODOLOGIES?

(Started by Atul Vashistha, Chairman at Neo Group) “Do you have a formalized data governance program? Does your strategy and vision align with the benefits

you are looking to achieve from your data governance program? Do you understand all of the gaps in your data governance program?”

### ON THE ROAD WITH PULSE

IAOP attended the Nearshore Nexus 2014 conference on April 8 in New Jersey to stay on the pulse of the latest in the thriving Latin America and Caribbean economies.



IAOP’s Renée Preston, Managing Director, Association Development, visited with Gillian Golah and Varan Maharaj of Trinidad & Tobago IFC.

### COMING NEXT ISSUE IN PULSE:

Full coverage of the Global Outsourcing 100 and World’s Best Outsourcing Advisors rankings and sublists, and a preview of The 2014 Asia-Pacific Outsourcing Summit. To contribute to these stories, suggest other stories or comment, contact: [pulse@iaop.org](mailto:pulse@iaop.org)



**We welcome guest bloggers. Join the dialogue at [iaoppulseblog.blogspot.com](http://iaoppulseblog.blogspot.com)**



# The Beat /

NEWS & COMMENTARY AS  
COVERED BY JAG DALAL



Corporate Social Responsibility and the Changing Role of CIOs were both topics for panel discussions at IAOP's Outsourcing World Summit in February. These important topics caught the attention of IAOP Chief Advisor of Thought Leadership Jag Dalal, who shares his views here.

## THE NEWS HEADLINES

### RURAL CENTERS MAKE GOOD BUSINESS SENSE



**JANUARY 2014** HARVARD BUSINESS JOURNAL, RURAL SHORES CASE STUDY

This case study clearly shows that with the right strategy and approach to establishing rural centers, outsourcing service providers do not give up on quality and performance in their engagements.

Although businesses may feel they are doing “good” by selecting such providers, the case study shows it is still a viable, economic model and not a charitable institution.

## THE IAOP DISH

### COUNTRIES CAN LEARN CSR LESSONS

The approach for selecting sites and recruiting qualified people for rural centers sheds light on how providers need to look at the overall environment and not just base decisions on how many other centers are located in the particular destination. This approach creates a “differentiator” in attracting people and, at the same time, broadens the availability of the skill pool.

Clearly, countries with high unemployment and underemployment in this agro-economic environment can learn from this case study.

## GET INSIDE THE CIO'S BRAIN



**FEBRUARY 10, 2014** WALL STREET JOURNAL, THE TASK FORCES' PRIORITIES

This is a synopsis of a task force set up by Wall Street Journal where several CIOs were invited to identify their priorities. The common items high on their priority lists include: accessing talent, mining data and providing a secure IT environment.

The article provides an excellent look at what CIOs are thinking and their priorities and challenges.

## THINK THE SAME AS THE CUSTOMER

As service providers prepare their “value propositions” for IT outsourcing, these items must be included in their solutions. By addressing these priorities effectively, service providers become “partners” in addressing their clients’ needs rather than providing a generic solution, which, in the end, may become just a cost-saving exercise. Strategic partnerships between service providers and customers begin with a common understanding of priorities, and needs, and a viable solution to address them. So, the question to all IT outsourcing providers is: “What is your priority for your customer?”

# You Expect to Work with Certified Professionals Every Day

-doctors, lawyers, accountants—even the person who installs your windows, so why enter into a billion dollar contract without requiring the same of your team and outsourcing partner?

## Certified Outsourcing Professional® (COP) Program

### WHY BECOME A COP?

- ♦ To gain the skills to produce high-return business results. COPs have the proven knowledge and experience to do just that.
- ♦ Certified professionals, especially when working together across the customer-provider relationship, bring a common framework for success that benefits both organizations involved.
- ♦ The COP Program establishes a level of professional recognition essential in a field as complex and risk-based as outsourcing.
- ♦ COPs demonstrate a commitment to excellence on the part of the companies they work for.
- ♦ COPs command greater respect within the industry and their companies, higher compensation levels and better career opportunities.

COP training packages and programs, including the COP Master Class are available at the individual and corporate level.

For more information contact Courtney Giardina, program manager at [courtney.giardina@iaop.org](mailto:courtney.giardina@iaop.org).



[www.IAOP.org](http://www.IAOP.org)

## Flexibility

going *beyond* what is stated and expected

At Harbinger, we understand high growth businesses need a technology partner who can go BEYOND. Just as these businesses do. It's not a coincidence that Flexibility happens to be one of our Core Values; we have consciously ingrained it into our culture so that we go BEYOND for your success.



**HARBINGER**  
GROUP

Social • Mobile • Analytics • Cloud | [www.harbinger-systems.com](http://www.harbinger-systems.com)



# the Sandbox

Who you hire and where they work in the world can bring positive financial and social impact for businesses and their supply chain. Socially Responsible Outsourcing (SRO) is a growing area in outsourcing. We asked IAOP's community: **Do you see impact sourcing and domestic/rural sourcing taking on increased importance in outsourcing in the next three years and why?**

## ACADEMIA

"Impact Sourcing builds on the growing recognition of the importance of social responsibility in outsourcing. While the outsourcing market continues to grow globally there is a strong awareness amongst buyers of the importance of balancing the improved performance from outsourcing with a social responsibility to help the underemployed and developing areas of the world. In North America, Rural Sourcing fills this social outsourcing need. In developing regions, such as Africa and South East Asia, Impact Sourcing fills this need. Organizations that do not adopt some form of SRO are like the ostrich with its head in the sand, or perhaps like dinosaurs woefully out of touch with the ongoing evolution of global outsourcing."



DR. RON BABIN

MBA, DBA, CMC Director, Corporate and Executive Education and Associate Professor, Ted Rogers School of IT Management, Ryerson University

## PROVIDER

"We have seen a dramatic increase in demand for domestic sourcing. What we continue to see are larger, more mature Fortune 1,000 companies looking at onshore as a viable alternative or complement for their current outsourcing portfolio. The dialog has changed over the past year from the more skeptical questions that began with asking can you do it to a dialog centered on how we will do it. The market is progressing to a viable and long-term/sustainable model. Pioneering work always takes a little longer than one would like but it is now progressively moving forward."



MONTY HAMILTON

CEO of Rural Sourcing, Inc.

## CUSTOMER

"Our supply-chain-management goal is to purchase quality products and services at competitive costs from suppliers who support our corporate values. To accomplish this, we have established strong relationships with our supplier base and we hold suppliers accountable for the performance needed to meet our standards. We are committed to pursuing diversity in all its forms, including geographical. Given the pace of change and the global reach of the wireless industry, there is no one-size-fits-all approach for procurement. Both outsourcing and impact sourcing will continue to be very important considerations when evaluating how to maximize shared value for our company, our society and the environment."



MARY D. LEWIS

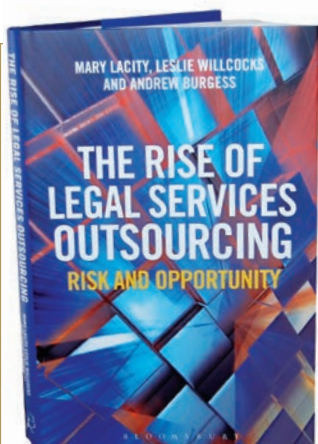
MA, MBA, Sprint Corporation and member of IAOP's CSR Committee



# THE PULSE

LATEST RESEARCH,  
REPORTS AND READS  
FOR OUTSOURCING  
PROFESSIONALS

# BOOK CLUB



**TITLE:** THE RISE OF LEGAL SERVICES OUTSOURCING RISK & OPPORTUNITY

**AUTHORS:** MARY LACITY, LESLIE WILLCOCKS AND ANDREW BURGESS

**Overview:**

As a market estimated at \$2.4 billion globally and growing rapidly, all legal firms and in-house counsels will need to consider the opportunities and risks presented by Legal Services Outsourcing (LSO). The authors present practices used by clients, providers and advisors to realize value from LSO. The book is based on data from 27 LSO providers, interviews with clients, consulting assignments and lessons learned from prior Information Technology Outsourcing (ITO) and Business Process Outsourcing (BPO) research.

Based on the authors' deep understanding of the evolution of ITO and BPO, and their experiences of sourcing LSO, The Rise of Legal Services Outsourcing addresses the transformation of legal work, LSO strategy, provider selection and contractual governance, as well as predicting the trends that will come to shape the LSO market.

**Review:**

"The authors of The Rise of Legal Services Outsourcing: Risk and Opportunity have written the most thoughtful and comprehensive view on the Legal Services Outsourcing industry to date. They have been bold in clarifying the analysis framework in evaluating the pros and cons of LSO, and provide the reader a clear path to determine the scope and potential opportunities - indeed the very promise of LSO. The stratification of legal services is the 'new normal,' and legal practitioners and consumers well versed in LSO will drive differentiated value to their ultimate clients. Perhaps more than any other scholars and observers of the evolution of the practice of law, the authors have provided a much needed light on LSO."

— Daniel Reed CEO, United Lex

**Chapters:** (1) Overview of Legal Services Outsourcing; (2) The Provider Landscape; (3) Client Perspectives: Recommended Practices; (4) Navigating the LSO Journey; (5) In Their Own Words; (6) LSO External Benchmarking; (7) LSO Market Predictions

**Available formats:** Hard copy and ebook

**Why we like it:** Authors Mary Lacity and Leslie Willcocks are no strangers to IAOP's global community. Recent inductees into the Outsourcing Hall of Fame, the authors presented on the topic at The 2014 Outsourcing World Summit to rave reviews. Those lucky enough to have attended left the session with their own autographed copy.

**Tell us what you think:** Pulse wants to hear what you think of this book. Share your review with us at [pulse@iaop.org](mailto:pulse@iaop.org)

# Creating a Company Culture

## Why it's Important and How Outsourcing Companies Can Do It



teams' and  
individuals'  
behaviors



working  
practices



working  
environments



management  
styles



company's  
vision and  
values



## All companies have a Culture.

Some are designed while others simply evolve, but either way a culture exists within every organization. The question is, as leaders in the business, what do you want your company to say about your organization, both inwardly and externally? Often it is believed that companies like Google, Nike and Zappos have a strong culture because they are successful. The truth of the matter is companies like these are successful because of their strong culture. So what is company culture and how can you influence, and in some cases, change the existing culture to propel your company?

## What is Culture?

Culture – in its simplest form – can be described as “just the way we do things around here.” Therefore, building a culture means focusing on teams’ and individuals’ behaviors, working practices, working environments and management styles, to ensure that the company’s vision and values are ‘lived’ by each member of the team. This, in turn, leads to exceptional service delivery to clients and stakeholders alike.

## Why Bother?

In their search for the factors leading to success within corporations, Tom Peters and Robert Waterman wrote in their widely acclaimed book, *In Search of Excellence*: “... without exception, the dominance and coherence of culture proved to be an essential quality of excellent companies. Moreover, the stronger the culture, the less need was there for policy manuals, organizational charts, or detailed procedures and rules. In these companies, people way down the line knew what they were supposed to do ... because the handful of guiding values were crystal clear.”

Having a strong culture aligns your team’s expectations and behaviors and creates an informal acid test for

actions. As an example, Ritz Carlton’s “Ladies and Gentlemen, Serving Ladies and Gentlemen” not only spells out that the team’s key aim is to serve but also implies how they are expected to serve – with grace, respect and dignity. Everyone from housekeepers to chefs to general managers are clear about who they are expected to be while they are performing their job.

The reason for studying culture was aptly summarized by Schein in 1999 under the appropriate heading ‘The Bottom Line.’

Here he states:

“Culture matters because it is a powerful, latent and often unconscious set of forces that determine both our individual and collective behaviour, ways of perceiving, thought patterns and values. Organizational culture, in particular, matters because cultural elements determine strategy, goals and modes of operating. The values and thought patterns of leaders and senior managers are partially determined by their own cultural backgrounds and their shared experience. If we want to make organizations more efficient and effective then we must understand the role that culture plays in organizational life.”



## Creating a Culture

Many have tried and failed to implement culture within their organization over the years. Kotter (1996) believes it is not that change cannot be managed but that it has not been managed correctly. Kotter suggests that the correct approach is an eight-step change management program. These eight steps include:

- 1. Establishing a Sense of Urgency** – Ensure that the most senior people in the organization are fully committed and champions for change
- 2. Creating the Guiding Coalition** – Have a group of leaders, both informal and formal, who can help to champion the change you wish to embed
- 3. Developing a Vision and Strategy** – Ensure that in doing so, everyone can identify with the vision and understand their role in delivering the strategy

**4. Communicating the Change Vision** – Be relentless in your communication not only verbally but in your actions, processes and behaviors

**5. Empowering Employees for Broad Action** – Once the vision and strategy have been clearly identified, empower your team to operate within the parameters you have set

**6. Generating Short-Term Wins** – Highlight to the team when the vision and strategy are positively impacting the business so that they know they are on the right track

**7. Consolidating Gains and Producing More Change** – Step change is often more effective than one big change that only has a moment in time impact

**8. Anchoring New Approaches in the Culture** – Ensure that every new process, procedure or initiative reflects your culture



# “Heroes can be either born or created, but the born heroes are in short supply.”

(Deal, & Kennedy, 2000)

## Elements of Culture

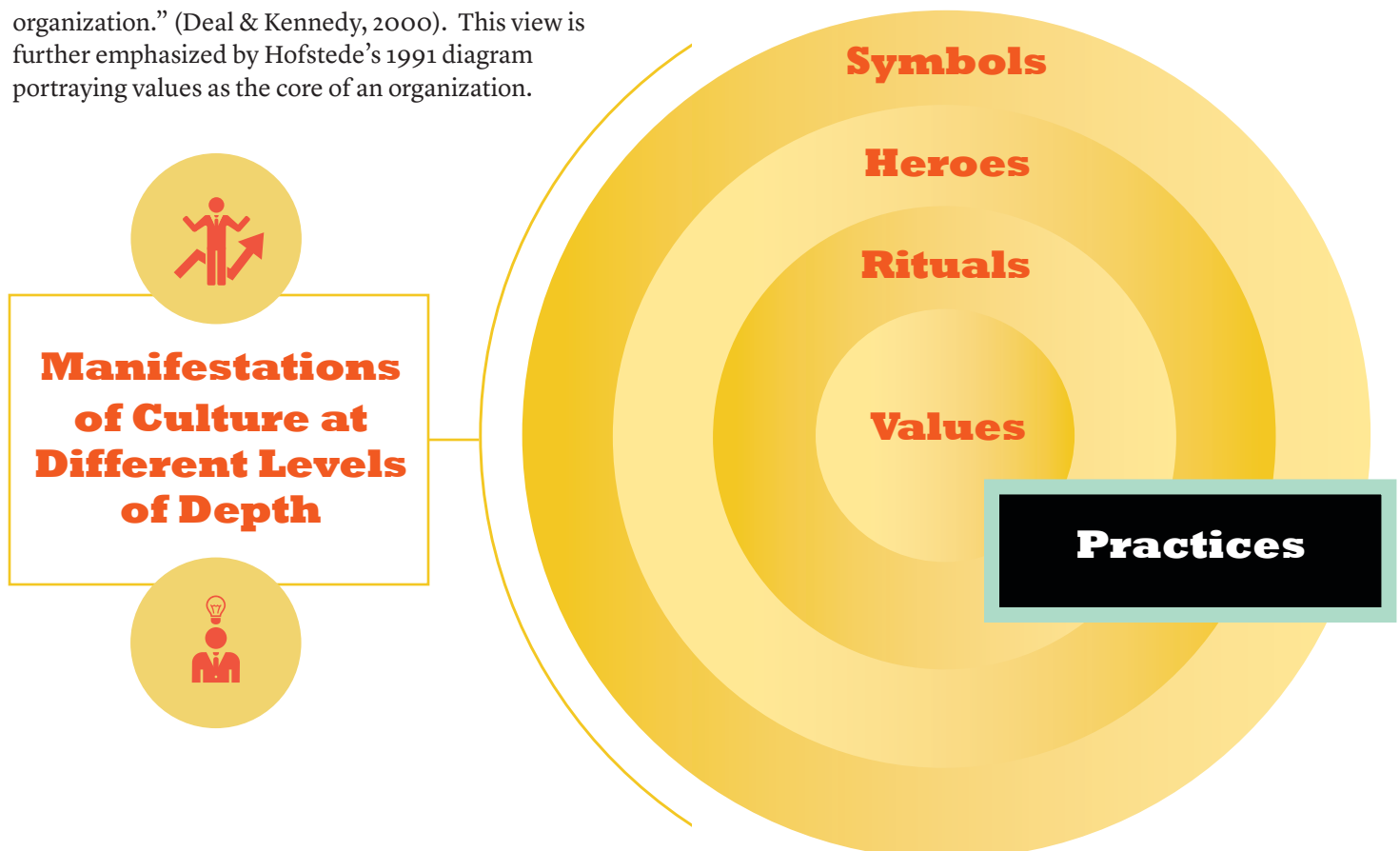
There are several key elements of culture which many theorists have identified and categorized. Some authors have expanded this into various models, for example, Hofstede’s model of manifestations of culture and Schein’s model of levels of culture and their interaction. Understanding these elements will provide a framework when researching various behaviours, actions, practices and rituals that occur in the everyday working life.

## Values

Values are seen by Deal and Kennedy as the stronghold of organizations. To that end “for those who hold them, shared values define the fundamental character of an organization.” (Deal & Kennedy, 2000). This view is further emphasized by Hofstede’s 1991 diagram portraying values as the core of an organization.

## Rituals

Rituals transcend an act or behavior and help to establish relationships with each other and give meaning to our lives (Hofstede, 1984). Work rituals, for example, create a sense of security and common identity amongst all those who perform them. Meetings are considered a ritual varying in attendance, length, location, seating arrangements, behavior of participants, formal or informal (Deal, & Kennedy, 2000), all of which tell a story about the culture that exists there.

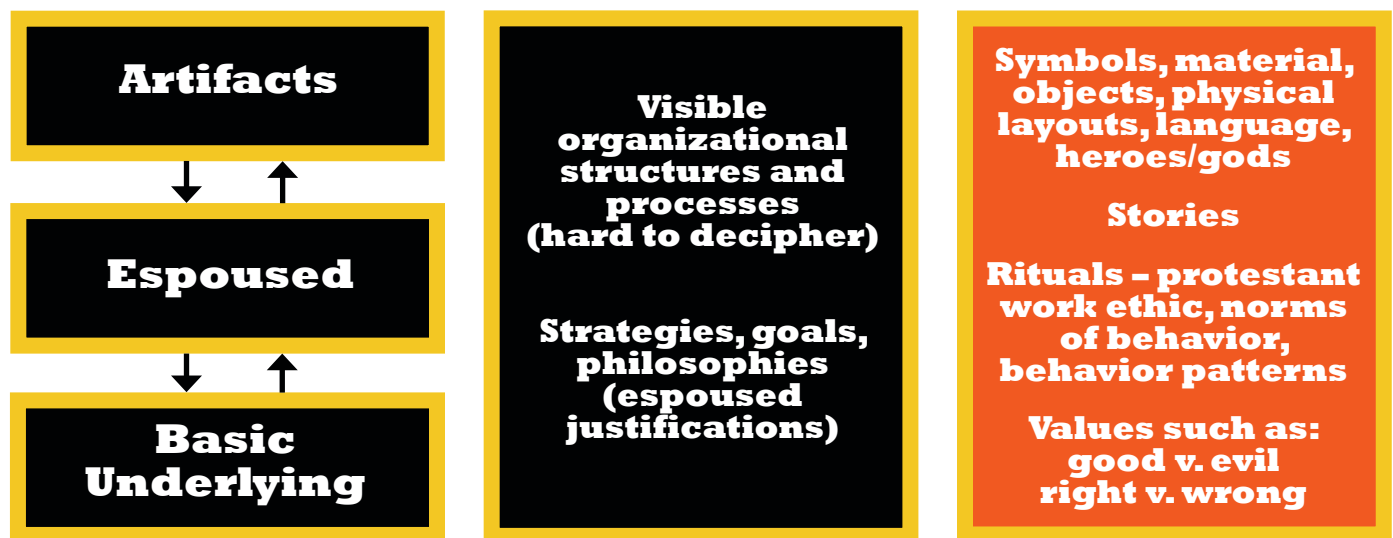


## Stories, Myths and Heroes

In most organizations, stories will be passed on from department to department from old to new employees. In essence, stories help keep the culture alive. Such is seen in the well-known Federal Express story of the man who ensured the packages “absolutely positively must get there overnight.” The story is told that a minimum wage worker ordered an undisclosed large sum of engineering work to be done in a control tower in the middle of the night at a Federal Express runway because it was knocked down in a storm. Instead of terminating his employment, CEO Fred Smith, touted the employee as a company hero, sending out a clear message to the company about what was considered valuable.

Heroes can be either born or created, but the born heroes are in short supply (Deal, & Kennedy, 2000). Born heroes are the likes of Dave Packard and Will Hewlett, Mary Kay Ash, Henry J. Ford, Bill Gates and others. If heroes are the soul of an operation than its heroes personify those values and epitomize the strength of the organization (Deal, & Kennedy, 2000).

Unlike the consultants, Schein believes that culture operates at three levels of varying degrees of visibility. According to Trompennaars & Hampden-Turner (1997) such a model may be useful when considering how corporate identity can be used in corporate culture change programs.



(Source: Schein, 1992)

Schein's model (seen in black boxes) captures various other views (seen in red box) of culture, thus making it a more holistic approach.



## Embedding Culture

Each of these steps is key to creating and embedding a culture, but what is often overlooked is the translation of culture into all elements of an organization. The following are just some of the areas in which culture can be reflected. If a company's culture is incongruent with the practices in these areas there is a greater chance that the desired culture will not be adopted.

- ✓ Recruitment and Talent
- ✓ Learning and Development
- ✓ Standard Operating Procedures, Service Levels Agreements, Key Performance Indicators
- ✓ Procedures and Policies
- ✓ Communication and Language
- ✓ Management and Leadership
- ✓ Social and Team Building
- ✓ Environment and Artifacts
- ✓ Reward and Recognition

**When everyone understands the common values, focus and vision, they will work together as one team, cheering each other on along the way.**

**With drive, passion and commitment your vision and culture can create impact for your organization too.**



**By Debra Ward, Managing Director, Macro.** Debra joined Macro in January 2014 as the Managing Director for Europe and North America. A great believer in outstanding service and the professional development of individuals and teams, she spent seven years as a service and organizational change consultant in the UK within the facilities industry. Under her leadership, Macro has recently embarked on a culture change program and is dubbing its vision “Macromania.”

## A Recent Example

This March in Ottawa, Canada, Brea Rehder, a customer of IKEA, accused an IKEA store manager of calling her “disgusting” for breastfeeding her baby in line. IKEA spokeswoman Madeleine Lowenborg-Frick said, “This whole situation is completely inconsistent with our cultures and values,” and knowing the strength of their values and culture within the organization instigated a full investigation, including interviews with team members and a full review of CCTV footage.

According to Lowenborg-Frick, IKEA’s cameras allowed the company to track Rehder through her time at the store, and at no time do they see Rehder breastfeed on camera. Lowenborg-Frick states “There’s no evidence of the interaction. She didn’t even have the infant with her in the cash lane.” Lowenborg-Frick said it appeared as the baby was in a high chair in the bistro area with a person accompanying Rehder.

“We haven’t been able to corroborate any element of her account. We have security of the customer going through the cash lane with a smile on her face.” The conviction of the strength of the company culture thwarted not only a potential pay-out but also protected the reputation of IKEA. Furthermore, having the company’s support created a positive feeling, with not only the store manager but within the whole team.

## Culture in Practice

A culture needs to be embedded into everything you do. Once you have determined what your company wants to say about your organization, you need to create a vision, a focus and values. The acid test each day should be to ask yourself and your team: “Did we create what we intended, by delivering our values to our clients, colleagues, company or community?”

It’s never too late to create a culture. With the right approach, you can implement a culture through successful change management. I recommend Kotter’s eight steps and have put this into practice many times within outsourcing organizations.

When everyone understands the common values, focus and vision, they will work together as one team, cheering each other on along the way. With drive, passion and commitment your vision and culture can create impact for your organization too.



## ConnectAmericas Provides Access to International Contacts, Financing and Information



At the Inter-American Development Bank (IDB) we support efforts by Latin America and the Caribbean countries to reduce poverty and inequality. Established in 1959, we are the leading source of development financing for Latin America and the Caribbean, with a strong commitment to achieve measurable results, increased integrity, transparency and accountability.

We are proud to present to Pulse Magazine's audience our latest technology product dedicated to promoting foreign trade and international investment. It is called ConnectAmericas, the first social network

for businesses in the Americas ([www.connectamericas.com](http://www.connectamericas.com)).

ConnectAmericas was created by the IDB with the support of world-class companies Google, DHL, Visa and Alibaba. It was launched on March 28 at the IDB's Annual Meeting in Brazil. Its goal is to provide SMEs key information they require in order to expand internationally but they can seldom find in one unique place: access to trustworthy international contacts; access to practical and updated information about international trade; and access to financing. That is why we have grouped the services offered by ConnectAmericas in three simple words: CONNECT, LEARN and FINANCE.

In CONNECT, we offer access to professional communities of selected industries, where users can meet potential clients, suppliers and investors. We also recommend companies to connect with each other based on the preferences they have expressed in the site. We are also very serious about reputation and transparency. That is why we verify our companies, and we allow them to review other companies based on the ratings and reviews of their transactions and dealings.

In LEARN, we offer users practical information aimed at improving their knowledge of international business. We offer articles, interactive databases, testimonials, videos, online courses and news feeds, which are illustrative of the latest trends in the industries covered by the platform (so far, we have started with the Global Services and Food industries, and later this year we will move to the Infrastructure industry).

In FINANCE, ConnectAmericas offers consolidated information about financing opportunities available in the region. This includes information on financial products and services related to international trade offered by local banks, including the banks that the IDB works with in its Trade Finance Facilitation Program as well as technical assistance services offered by the IDB Group, which includes the Inter-American Investment Corporation and the Multilateral Investment Fund.

"We are very excited about its initial results, and we are thankful to IAOP for their support in promoting it," said Fabrizio Operti, Chief of Trade and Investment at the Inter-American Development Bank. "We invite you to join us, and grow your business in Latin America and the Caribbean."

## Find new business opportunities in Latin America and the Caribbean

Join [ConnectAmericas.com](http://ConnectAmericas.com)



Created by



Supported by



# OUTSOURCING IN INSURANCE



The state of the insurance industry is strong and expanding but fundamental challenges facing the industry will necessitate new thinking and approaches if the industry's strength and growth are to be maintained and expanded. Outsourcing has and will continue to be a solution to these challenges.

## SOLID FINANCIALS

The U.S. insurance industry is on solid footing to recover from the recession. The U.S. Treasury Department's Federal Insurance Office noted in a June 2013 Annual Report on the Insurance Industry significant improvement in the industry's net income. Specifically, the report stated:

"The L/H [life and health] sector had reported annual net incomes as high as \$37 billion during pre-financial crisis years, but reported substantial losses during the crisis and only \$14.4 billion of net income in 2011. Although still challenged by downward pressure on investment returns due to the current low interest rate environment, the L/H sector reported an aggregate net income of \$40.9 billion in 2012. In the P/C [property and casualty] sector, net income increased from \$20.1 billion in 2011 to \$37.3 billion in 2012."

The report further found the L/H and P/C sectors reported \$7.3 trillion in total assets at the end of 2012. For that same year, insurers employed approximately 2.3 million people, while separately another 2.3 million individuals worked as licensed insurance agents and brokers.

## SIGNIFICANT CHALLENGES

While well capitalized and profitable, the insurance industry also faces significant challenges. The specific circumstances of these challenges have prompted a great deal of debate within the industry, as well as opportunities to reinvent how the industry operates at nearly every level.

The first challenge is the evolution of the consumer. Whether consumers are reaching out for personal or business insurance needs, they expect to find technological sophistication in the organizations with which they choose to work. This is because the digital tools and resources they expect insurance organizations to use are the same tools, at a fundamental level, invading their own lives and businesses.

This presents a host of issues for the industry to consider in terms of automation platforms, system integration, real time access and identifying and fostering technological proficiency among staff. The insurance industry, at many levels, has not kept pace with technological change. Updating legacy systems and keeping pace with automation and technology is a fundamental challenge to the industry's continued growth and success.

The second challenge is the evolution of the carrier.

Michael Jans, CEO of Agency Revolution, noted in a 2014 white paper titled "The 2014 State of the Industry," that carriers are significantly increasing their spending to market and promote brand-specific spokespersons (i.e., the GEICO Gecko, State Farm's Flo, The All State Man, etc.).

This change means carriers want a more direct relationship with consumers, and are absorbing roles traditionally held by the agent: service, sales and underwriting. They imagine replacing the agent in favor of direct sales in a number of lines of businesses, particularly for home and auto insurance. Because of this, agents and brokers must focus on value-added services if they are to maintain their market positions.

A third challenge is the aging of the insurance industry itself, and the subsequent recruitment gap. Since 2003, the number of insurance workers aged 55 and older has increased 74 percent, according to Staying Ahead of the Curve, Federation of Defense and Corporate Council presentation, October 2013 in New York.

**According to Bernd G. Heinze, Esq., Executive Director of the American Association of Managing General Agents (AAMGA), U.S. risk and insurance programs will only graduate approximately 17,000 students in the next decade while the need for trained professionals in the P/C sector alone will exceed 100,000 within the same time period.**



Identifying a means of recruiting larger numbers of future insurance professionals, as well as maximizing the profitability and efficiency of those professionals, is one of the leading challenges of the next decade within the industry.

A fourth challenge is the evolution of the business of insurance across a wide range of coverage lines. Climate change, terrorism, healthcare advances, increased lifespans, globalization – even activity within the financial markets in which insurance organizations invest their assets – all are combining to reshape the options, scope, risks and manner in which the insurance industry operates.

In short, the industry has reached a period of fundamental change. Identifying effective means of dealing with these changes and creating opportunities for the industry to continue to grow and strengthen is the challenge for current and future insurance professionals.



# INDUSTRY OUTLOOK - PROPERTY AND CASUALTY

## PROPERTY AND CASUALTY OVERVIEW

Of the 6,115 insurance companies in operation in 2012, 2,660 were in the P/C sector, according to Insurance Information Institute. One of the primary reasons for its size is the scope of what it covers. These companies are divided into two major groups - Carriers who carry insurance and Agencies who provide the role of a middle person between the carriers and consumers. Agencies can be a “captive” of the carrier or can be independent brokers selecting best solutions for the consumer need.

The P/C sector provides two basic types of protection from risk. The first is protection for physical property, such as houses, possessions, inventory and alike. The second is protection against legal liability. Both are written for individuals (personal lines) and business entities (commercial lines).

## WITHIN THAT LIFE CYCLE ARE A NUMBER OF PROCESSES, WITH SCORES OF SUB-PROCESSES WITHIN EACH, INCLUDING BUT NOT LIMITED TO:

- New Accounts Administration
- Policy Administration Processing
- Customer Support
- Claims Processing
- Claims Servicing
- Agency Administration
- Regulatory Compliance



Both lines provide legal binding contracts detailing what is and is not covered that share a number of common elements. Underlying those contracts are the policies themselves, which have a life cycle and specific processes unique to the industry. The life cycle of these policies includes the application, the underwriting of the policy, the issuance of the policy, the claim (if a claim occurs) and renewal.

For many within the industry, it is through analyzing these processes and the work entailed in each that many of the challenges facing the industry might be addressed.



**The P/C sector provides two basic types of protection from risk.**

**The first is protection for physical property, such as houses, possessions, inventory and alike. The second is protection against legal liability.**

## THOUGH PROCESSES LOOK SIMPLE, THERE ARE INHERENT CHALLENGES FOR THE INDUSTRY:

1. Highly paper-centric
2. High variation across processes
3. Limited focus on data and analytics
4. Dated legacy systems are common
5. A decentralized and fragmented industry exacerbated by state to state requirements



© iStockphoto Inc. / iStock

### Role of Outsourcing in the P/C industry

Recognizing the robust industry growth of the insurance market, outsourcing service professionals can provide significant opportunities to create a more streamlined environment, while simultaneously addressing key challenges within the insurance industry.

As with any paper intensive industry, there are challenges in keeping up with transactions from both timing and quality perspectives. Large and small service providers have stepped up to offer classic “cost-quality-time” propositions to the insurance carriers and agencies that process the paperwork.

### Outsourcing service providers’ offerings to the industry

Outsourcing service providers (large and small) bring three distinct types of offerings to address the needs of the insurance industry:

**1. Supplemental Staffing.** As noted previously, the industry faces a critical problem of talent management. Providing well-trained and qualified staffing can address the management of a normal workload as well as handling “peak” demand.

**2. Technology.** Providing a tested technology platform for streamlining and automating processes offers a considerable value to the insurance industry. Until recently, there were only a small number of industry solution platforms (ala SAP) available to the processors. While the number of platforms available has not grown dramatically, many technology companies have created excellent “add ons” for specific tasks and worked to improve flow management of the processes.

**3. Bundled Solutions.** A total outsourcing solution, or bundled solution, allows the provider to take full responsibility for the entire administrative process while leaving customer engagement for the insurance carriers and agencies.

In a recent survey and analysis published by Towers Watson (June, 2013 issue of Insight), Towers Watson noted: “Insurers face a number of megatrends that may complicate efforts to meet growth and profitability objectives. Some of these trends, such as increased regulation or economic volatility, are already well known. But there are also emerging and less-well-defined megatrends that present a new kind of challenge to the industry and prevailing business models.”

**Outsourcing has been, and will continue to be, a solution to these challenges. As technology continues to advance and the need to focus on efficiency expands within the insurance industry, outsourcing professionals will increasingly play a role in the evolution and change in insurance.**

**BY: DAN EPSTEIN, CEO, RESOURCE PRO AND JAG DALAL, COP, CHIEF ADVISOR, THOUGHT LEADERSHIP, IAOP**

# HOW THE AFFORDABLE CARE ACT CAN IMPACT OUTSOURCING IN THE HEALTHCARE INDUSTRY



"Laggard Industry," "Legacy Technology," "Privacy Restrictions," "Unions," "Healthcare is Local," "Too Complex"? These often are reasons cited for the fact the healthcare industry is further behind in its use of outsourcing than many other industries. Many say the Affordable Care Act (aka, Obamacare) and other related legislation will significantly change the industry. Will that result in more outsourcing in healthcare?

## **PERHAPS.**

### **First, let's explore some trends in healthcare over the past decade that might set the stage a bit:**

- Albeit slowly, technology in healthcare is advancing. While they still exist, the green screens are slowly being replaced by more modern applications.
- The number of healthcare insurance companies has consolidated significantly through mergers and acquisitions. The top seven private insurance companies insure over 150 million Americans. This has resulted in centralization and outsourcing.
- There has also been considerable merger activity in the hospital side of healthcare as of late. While the number of hospitals in the U.S. has remained relatively stable over the past decade (around 5,700), over 50 percent of those are now part of a multi-hospitals system. In 2012, there were 94 mergers or acquisitions in the hospital industry, the highest value of M&A activity in the industry in the past decade, according to Irving Levin Associates. All these hospitals now being part of systems will lead to consolidation of operations and, likely, further outsourcing.
- There has also been consolidation in the ancillary healthcare provider market (lab, DME, home health, dialysis, etc.). Now that several of these provider companies boast well over \$1 billion in annual revenue, there is significant operation consolidation and outsourcing occurring in this historically small, local company business sector.

As for outsourcing in the healthcare industry, payers were first movers and have been outsourcing claims processing, customer service, IT and other functions for 15 or more years. U.S. payers have multiple greater than 1,000 seat operations performing claims processing in India. They are now beginning to outsource the move of their clinical functions. Healthcare providers have been outsourcing revenue cycle management functions for many years. These historically U.S.-based outsourced operations are now moving offshore.

## So, what effect will the Affordable Care Act have on the industry? It's too early and too complex to tell for sure but some trends are clear:

### ● COST PRESSURE:

The Affordable Care Act will result in even more cost pressure on payers and providers. Payers are now forced to compete on price since benefits are now set by the government for the plans sold on the state and national exchanges. In addition, they are also forced to curb administrative costs due to minimum Medical Loss Ratio regulations. Providers face additional pressure to reduce cost through changes in reimbursement mechanisms, regulations around re-admissions and Medicare competitive bidding programs.

### ● NEW PEOPLE WILL ENTER THE HEALTHCARE INSURANCE SYSTEM:

Prior to the Affordable Care Act, there were approximately 50 million uninsured Americans. The government believes there will be approximately 15 million more insurance participants over the course of 2014 and higher numbers in the years that follow. This significant increase in covered individuals will increase the volume of operational functions and, therefore, the need for staffing. Payers have already seen significant increase in their staffing levels (both internal and outsourced operations). Many reported staffing increases of 10 percent or greater in order to handle the additional enrollment and membership volumes they serviced in the first quarter of this year due to the membership brought to them through the Affordable Care Act. Within this additional membership, it is expected that many of them will need to be serviced in languages other than English. This may lead healthcare payers to turn to outsourcing to meet this need.

### ● NEW ENTITIES WILL DEVELOP:

The ACA has brought about the new federal healthcare exchanges as well as several state exchanges. Rather than build them from the ground up, many of these exchanges are outsourcing significant portions of their operational functions in order to serve the market timely and in order to manage costs. In addition, risk-bearing provider-led healthcare management organizations called Accountable Care Organizations have been and will continue to be developed. These organizations are consistently turning to outsourcing as a means of building and maintaining their information systems and of staffing up their operations.

### ● REGULATION:

The healthcare industry is subject to significant regulation. Currently, payers and providers are spending significant effort and resources in order to comply with mandates to support a new version of diagnosis coding called ICD-10. In addition, they are also converting their complex systems to handle new requirements for electronic healthcare transactions detailed in the HIPAA 5010 standards.

As payers continue to grow, comply with regulation and find new ways to manage increasing cost pressure, they will outsource more of what they already outsource as well as begin to outsource new functions.

On the healthcare provider side, we'll see more consolidation, requirements to operate differently under the Affordable Care Act and focus on management of costs. They too will increase their use of outsourcing as a means to meet these obligations.

**The healthcare industry's use of outsourcing will accelerate. Will it catch up to other industries? Yes, over time. Given the healthcare industry is a late adopter, many are hopeful it will learn from other industries and build on their successes in outsourcing.**



**BY CHRISTOPHER LONG, COP, PRESIDENT, CLEARTURN CONSULTING, INC.  
IAOP'S AMBASSADOR TO THE HEALTHCARE INDUSTRY**



## SKILLS FOR SHARED SERVICES VS. OUTSOURCING ARE THEY REALLY THAT MUCH DIFFERENT?

# AND OR?

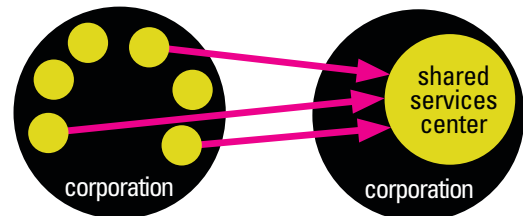
BY: JAG DALAL, COP

As the current Ford commercial proclaims: “is it better to have an “and” than an “or”?” There is always a debate - partially fueled by specialized consultants - that Shared Services and Outsourcing are two different strategies and require different skill sets.

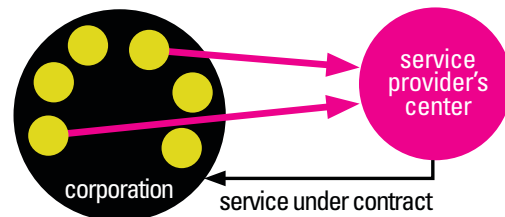
I believe they are two sides of the same coin.

As the figure shows, both the approaches allow a corporation to create a consolidated organization for service provision. In the case of Shared Services, it remains within the corporation; while in the case of outsourcing, the service provider creates the service center.

### SHARED SERVICES



### OUTSOURCING



Both the approaches have similar attributes:

- Creating economic advantage through consolidation and elimination of duplicated efforts
- Approaching support service delivery as a commercial profession rather than a necessary nuisance
- Allowing services centers to benchmark their services - from service level and cost perspective with the market
- Recruiting and retaining operations professionals who view service management as their principal career

## Same Skills Wanted

So, are there skills that are different when considering one model of shared services versus the outsourcing model? From the customer of services' point of view, the skills and processes required to successfully implement either shared services or outsourcing are rather similar as shown in the table to the right.

Except for selecting an outside provider, a well implemented Shared Services project requires similar skills and talent in the organization.

In fact, I had the opportunity to have a conversation with a leader of a large Shared Services organization recently. Her observation was that the discipline required to manage an outside service provider or internal provider is the same. In fact, in their organization the governance function for both outside provider and in-house services organization is handled by the same group of professionals.

When I look at the IAOP's certification standards, it is quite clear that we recognize this similarity and hence, we have had success in attracting some of the internal shared services organizations to participate in the Certification program. We have also had advisors who work in the area of shared services attend IAOP's Master Class and have applied for COP certification.

At the end of the day, both of these strategies have the same end objective: Contributing to the success of the organization by providing higher caliber of services and raising the productivity of the organization.

## CUSTOMER OF SERVICES

Disciplines (skills)	Shared Services	Outsourcing
Understanding business model and drivers and risks to business	●	●
Creating strategy for implementation	●	●
Integrating the service delivery strategy with the business operations and decision making	●	●
Create a business plan (including cost-benefit analysis)	●	●
Establishing a project team to design and implement the shared services model	●	●
Evaluate risks and establish risk management program	●	●
Review the market and identify alternatives for service providers		●
Engage the service providers in developing the solution		●
Select the service provider for delivery		●
Define services and establish service levels for performance management	●	●
Develop "charge back" (pricing) for the services and create a cost-benefit analysis as a part of the business plan	●	●
Document processes and establish Service Level Agreements (SLA) as well as Operational Level Agreement (OLA)	●	●
Create and finalize contract with the service provider	●	●
Establish a transition plan for implementation	●	●
Create service delivery management organization	●	●
Transition processes to the delivery organization	●	●
Establish governance processes and governance management organization	●	●
Evaluate performance through governance and adjust service delivery model and requirements	●	●
Continually govern the delivery organization	●	●

# PULSE WORKING GROUP WHITE PAPERS

*Editor's Note: This is the First in a Series of White Papers from The 2014 Outsourcing World Summit in Orlando this February*

## GOING BEYOND THE SALE TO MAKE RELATIONSHIPS WORK

The 2014 Outsourcing World Summit provided a new and unique opportunity for customers and providers to work together to address the question of: How do you go beyond the sale in an outsourcing relationship? Summit delegates were given the opportunity to discuss the topic in two separate groups comprised of providers and advisors only, and of customers only. Both groups then were brought together in a facilitated working group discussion to delve deeper. Along with two customers representing diverse IT intensive organizations, the author led the facilitated discussions to generate the substance of this white paper.

By: Andrew Alleyne, Partner, Fasken Martineau DuMoulin LLP,  
IAOP Corporate Member & 2014 Host of the Working Group

Working group representatives:

John Alexis, Associate Director, ICT Services  
Greater Toronto Airports Authority

Sherry Jost, Strategic Sourcing Consultant Information  
Technology Services for Zurich North America

Joe Tocco, Vice President and Principal  
Cassidy Turley





## Where did we start?

Much of the working group's efforts were focused on the concept of how to go beyond the sale, but we also had to ensure that we were using the same frame of reference for the questions of why and what it means to go beyond the sale. At a basic level, for a provider, to go beyond the sale is to take action to successfully grow the relationship beyond the scope of the existing contract to maximize customer satisfaction with the intent of securing additional or future sales. Put simply, the goal is to get more business from the customer.

Both providers and customers agree going beyond the sale means going beyond the specific obligations in the outsourcing contract; to bring more than the sum of its parts to the arrangement. It is not just a means to describe every step in a customer/provider relationship that comes after there is agreement on the technical solution and the price.

However, some providers from less mature African outsourcing markets, did express caution on the concept of going beyond the sale; indicating that, in their experience, there was no opportunity to do so because the nature of their engagements would not allow them to go beyond the strict terms of the contract, which reflected commoditized services overseen by low-level personnel at the customer. They cautioned that the issue of going beyond the sale as opposed to securing the sale and delivering on it were issues for mature outsourcing markets that extend beyond providing only commoditized services. For emerging markets, they did not yet see the desire from their clients for them to move beyond delivering the baseline efficient and quality service.

## Provider's Perspective

Providers agreed that the baseline for going beyond the sale is delivering, to a high level of mastery, the service required under the contract and maintaining the required SLAs during the term. However, providers stressed that going beyond is to be distinguished from scope creep, for example, it is not just the inability to say no to customer change requests (formal or informal).

## Going Beyond

### OPTIONS

This may start with mechanisms negotiated into the outsourcing contract to allow for organized expansion of the outsourcing project, such as:

- a bank of hours that can be assigned to approved special projects; or
- gain sharing and innovation incentives built into the arrangement.

Other provider mechanisms that may not be itemized in the contract include:

- Establishing cross disciplinary and/or cross provider/customer innovation counsels to work towards bringing innovation to service delivery and to suggest innovations for the customer's processes. Such counsels would be co-managed by provider and customer representatives to encourage greater innovation, cross pollination of ideas and joint assumption of responsibility for outcomes. Teams should be planned based on a "know your client" philosophy to be able to appreciate and take advantage of complementary personalities between customer and provider representatives so that they will work well together. If possible, find ways to get the customer and provider teams together in person as there is no substitute for in person interaction.
- Tying some portion of the responsible management team's compensation to the customer's satisfaction. Consider bonuses for satisfaction with innovation or other measures.
- Instituting value-added offerings that are not tied to the service, such as setting up seminars among their clients in particular industries on topics that are of interest presented by third party experts. In this manner the provider is facilitating communication not just between it and the customer, but between multiple customers so as to give them an opportunity to address common issues in their industry. This is going beyond the sale in a manner that would be expected to bear fruit indirectly as opposed to increasing the provider's role directly.
- Conducting blind surveys and then, most importantly, acting on the suggestions as appropriate.



### GOING BEYOND THE SALE TO MAKE RELATIONSHIPS WORK

#### Customer's Perspective

From the customers' perspective, a recurring theme also was to ground the activity in strong service delivery first and then work to go beyond. Going beyond requires excellent communication between the parties so that the provider gets to know the customer deeply and, at the same time, the customer gains knowledge of the provider's service capabilities, including those not reflected in the current outsourcing arrangement. Customers urged providers not to get complacent as incumbent service providers, and to be entrepreneurial minded and lean to seize the opportunity to demonstrate value beyond the contracted service offering.

*Customers commented on tactics they had seen successfully used to go beyond, including:*

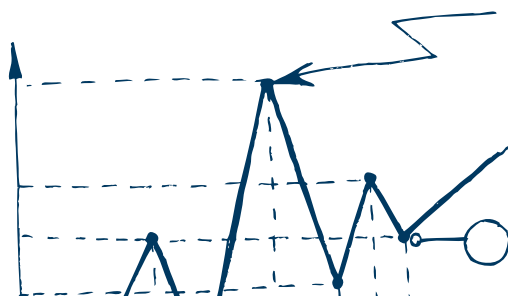
- The customer publishing its expected SLA's and the achieved results across multiple providers within the customer's outsourced environment to act as motivation.
- The provider representative responsible for innovation being, if possible, a person from outside the operations delivery team. Note, this practically applies only to substantial outsourcing relationships that can have separate innovation leads. The responsible innovation lead would need to know the customer's business as well as the operational personnel do and, therefore, must have a long-term role with the time and capability to get to know the customer so as to facilitate developing relevant innovation recommendations to advance.
- Targeting the provider's efforts toward being a strategic partner for the customer. This means do not come to the table with purely self-serving suggestions. Suggesting innovations that improve the customer's business but do not directly increase the provider's profitability is a sign of good faith and should be rewarded in other aspects of the relationship. Note that providers will want to monitor the relationship to ensure that being

a strategic partner does not benefit the customer exclusively; being strategic should be rewarded in some manner, preferably, for the provider, through increased business from the customer or if relevant through some other means of gain sharing. One way benefits are not a strategic relationship; both sides need to be invested.

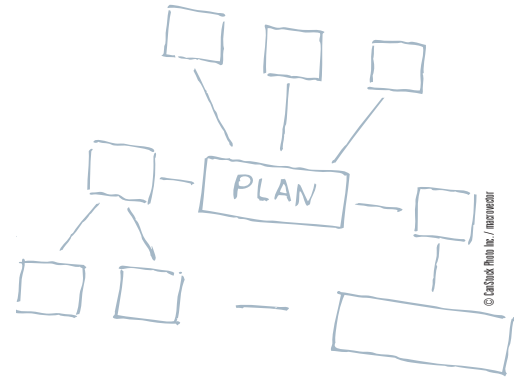
- Conducting interviews of the customer's business leads to ensure a thorough understanding of the business.

#### Customers also noted that:

- ✓ Providers need to bring innovation and new techniques to the customer because the providers are generally the subject matter experts and they rely on the provider's expertise.
- ✓ Successfully going beyond the sale may require finding a way to point out customer mistakes as well - for example, poorly documented customer requirements that lead to service delivery challenges, preferably before finalizing the requirements.



*Providers need to be honest about their capabilities (both strengths and weaknesses).*



## Parting Thoughts

Going beyond the sale is a challenge that, when met, can be very fruitful for both parties, particularly in light of the key common ground that the providers and customers considered.

Going beyond the sale is going beyond the contract, while some of the basic bones of a going beyond the sale strategy will be embedded in the outsourcing contract. It also is an organic process and will develop and be implemented throughout the term according to circumstances and will involve tasking appropriate personnel to look for innovation and new ideas. While the parties must satisfy the terms of the contract and it can be helpful in a going beyond the sale strategy, don't look for the contract to be the rules bible by which you maximize the customer/provider relationship. Be firmly rooted in the business case set out in the contract but be flexible on delivery.

*new*  
**IDEAS**

Know your client/counterparty (it is helpful to go both ways - providers obviously must know their clients deeply but a thorough understanding of the provider's motivations will also help the customer to get the most out of the relationship).

Going beyond the sale is more than just innovation, though innovation is a key component.

The working group would like to see IAOP continue the excellent dialogue that began at the Summit and consider additional means to bring the voice of the customer, provider and advisors to bear on this topic. In 2014 and beyond, as outsourcing relationships continue to mature those who go beyond the sale will have a competitive advantage and IAOP should take the opportunity to help its members to be the ones who are "going beyond - and thriving beyond - the sale."

*those who go beyond the sale  
will have the competitive advantage*

**BEST**







# CORPORATE SOCIAL RESPONSIBILITY



# **A MOVEMENT IS UNDERWAY.**

IT STARTED QUIETLY MORE THAN A DECADE AGO IN SMALL VILLAGES IN INDIA AND ON A RUTTED DIRT ROAD IN CAMBODIA'S CAPITAL AND HAS NOW MOVED TO AFRICA AND OTHER REMOTE AREAS. ACROSS THE GLOBE, OUTSOURCING IS HAVING A POSITIVE IMPACT ON PEOPLE AND BUSINESS THROUGH IMPACT SOURCING, A NEW INNOVATION IN THE SECTOR. THE NUMBERS ARE MULTIPLYING AND THE IMPACT IS BEING SEEN ON ENTIRE COMMUNITIES AND NATIONS. OUTSOURCING IS CHANGING THE WORLD THROUGH IMPACT SOURCING.



# IMPACT SOURCING 101

INNOVATIVE OUTSOURCING WITH POSITIVE BUSINESS AND SOCIAL IMPACT

BY SARAH TROUP, ROCKEFELLER FOUNDATION



With increased focus on shared value, inclusive business and corporate social responsibility, businesses are looking for both positive financial and social impact in their own practices, and in those of their supply chain.

The services outsourcing industry is well-placed to advance inclusive business practices. Impact Sourcing means employment for high potential but disadvantaged people in the services sector. This innovative model can help business meet and exceed their cost and quality objectives. It also provides an innovative new offering to clients in an industry looking for innovation.

In a report establishing the value proposition for Impact Sourcing, Accenture Development Partnerships (ADP) “Exploring the Value Proposition for Impact Sourcing” found that 46 percent of surveyed client companies were likely to engage in Impact Sourcing if they participate in CSR initiatives. But Impact Sourcing is not just a CSR Initiative. It has tangible business benefits.

For example, ADP found that companies that see emerging markets as the next frontier for growth and sell their products and services in Africa and the Middle East are also 70 percent likely to participate in Impact Sourcing. And half of companies with business in the U.S. and Europe are also likely to participate in Impact Sourcing, especially for BPO and Application Outsourcing Services.

An executive at a global healthcare company said: “The concept makes sense and it’s easy to say we’re interested ...we’re currently looking to streamline a number of back

office functions and drive efficiencies, this could be of interest for IT and supply chain outsourcing.”

This business case alone should entice businesses to start Impact Sourcing as an obvious choice. However, Impact Sourcing provides the added benefit of social impact. It enables employees to earn a higher income, in some cases up to 200 percent more than they would expect otherwise, according to Monitor Group’s “Job Creation through Building the Field of Impact Sourcing”.

Employees learn valuable workplace and technical skills that prepare them to excel in their jobs now and in the future. They also earn an income which enables them to improve their lives and the lives of their families and communities by investing in education and healthcare, among other things.

Together, the business and social impact of Impact Sourcing leads to a sustainable system of shared value. The reduction of poverty and improvement in economic development and livelihoods in community is good for business. It leads directly to engaged, committed employees who tend to work for a company longer and provide higher quality work.

In some cases, Impact Sourcing can lead to more than a 50 percent cost reduction both because of lower wages, but also importantly because of reduced attrition rates. NASSCOM Foundation, for example, found that attrition rates in rural areas of India are 2-3 percent compared to up to 35 percent in urban areas, according to its report “Next Generation Outsourcing.”

## IMPACT SOURCING BALANCED SCORECARD

COST SAVINGS OBJECTIVES	GROWTH OBJECTIVES
<ul style="list-style-type: none"> <li>• Reduced labor costs</li> <li>• Reduced technology costs</li> <li>• Reduced operations costs (business process efficiencies)</li> <li>• Reduced recruiting costs</li> </ul>	<ul style="list-style-type: none"> <li>• Geographic expansion targets</li> <li>• Levels of access to new workforces</li> <li>• Resource flexibility</li> </ul>
CSR OBJECTIVES	COMMUNITY OBJECTIVES
<ul style="list-style-type: none"> <li>• Effect of impact sourcing on the organization’s CSR objectives</li> <li>• Impact on Employee Retention/Loyalty</li> </ul>	<ul style="list-style-type: none"> <li>• Direct Impacts: Number of people employed (direct and indirect job creation)</li> <li>• Indirect Impacts: Number of people impacted (education, health) Environmental impact</li> <li>• ROI from re-investing funds back into the community</li> </ul>





## ILLUSTRATING IMPACT SOURCING

Impact Sourcing is driven by the movement of outsourcing to new markets. While the majority of outsourcing services are delivered from India, a growing number of outsourcers are establishing delivery centers or otherwise sourcing labor from other low-income locations, such as the Philippines, South Africa, Egypt and Brazil. Other emerging markets, including Kenya, Ghana, Rwanda and Uganda are also poised to adopt Impact Sourcing, having included outsourcing in their national growth strategies. The growth of outsourcing in these places makes possible the growth of Impact Sourcing, where high potential but disadvantaged people will have an opportunity to work in outsourcing.

These are attractive destinations for outsourcing. Their large youth population is a talent pool eager to be tapped. The capabilities for outsourcing from these places range from data entry to back office services and programming. Many companies are already sourcing work to these locations. For example, leading companies like Microsoft and Pepsi both source services in Africa. Major telecoms serving Africa also use African talent for customer service.

While a lot of Impact Sourcing activity is happening in these emerging markets, Impact Sourcing is a global opportunity – buyers and providers have the opportunity to make an impact on people in need of employment from the United States to Africa, while also positively impacting their business objectives.

### THREE PRIMARY MODELS OF IMPACT SOURCING:

- **DIRECT:** Traditional outsourcing providers, captives and shared service centers adopt Impact Sourcing principles and hire high potential but disadvantaged people directly.
- **IMPACT SOURCING SERVICE PROVIDERS:** With a social mission to hire high potential but disadvantaged people, Impact Sourcing Service Providers (ISSPs) serve as a key avenue for Impact Sourcing.
- **SUB-CONTRACTING:** In mature outsourcing markets, traditional outsourcing providers sub-contract to ISSPs.

**THE FOLLOWING PROVIDES AN OVERVIEW OF IMPACT SOURCING WITH PROVIDERS AND CLIENTS ACROSS THE GLOBE USING ONE OF THESE THREE MODELS.**

### DIRECT

Techno Brain is a Solutions, BPO and Training Company that has a physical presence in 19 African countries. Techno Brain BPO is a six-year old traditional BPO provider operating in Kenya, Uganda, Malawi, Tanzania and Ghana. Techno Brain sources its employees from local populations, generally with a high school diploma education. For certain contracts, Techno Brain partners with Impact Sourcing intermediary, Samasource, and also will recruit from NGO training centers that focus on providing ICT skills to poor and vulnerable populations. Techno Brain BPO won the award from Google for supporting youth and vulnerable populations in 2013. In

2013, for the fourth year in a row they also won Microsoft partner of the year in Tanzania for demonstrating excellence in innovation and implementation of customer solutions based on Microsoft technology and also sit in the Presidents Club of Microsoft. Techno Brain BPO provides quality services in Voice, Data, ITES and Knowledge Process Outsourcing services for a wide range of clients including Reserve Bank of Malawi, State Library for Lesotho, Kenyatta National Hospital, UN agencies and banks like Imperial Bank, Commercial Bank of Africa and corporate clients like Pepsi.



**CAYUSE EMPLOYEES FROM THE CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION ARE GIVEN AN OPPORTUNITY TO IMPROVE THEIR LIVES AND THE LIVES OF THEIR FAMILY IN A COMMUNITY WITH A 35 PERCENT UNEMPLOYMENT RATE.**

## IMPACT SOURCING SERVICE PROVIDER

Digital Divide Data (DDD) is an internationally acclaimed social enterprise. DDD was founded in 2001 in Cambodia as a non-profit business with a mission to create better futures for disadvantaged youth through employment and education. DDD targets youth from disadvantaged communities, half of whom are young women; about 10 percent have disabilities. DDD now has delivery centers in Laos and Kenya in addition to Cambodia and employs more than 1,200 people. Most DDD employees move on to professional jobs in the private sector after four to five years.

DDD delivers a range of business services to corporate clients such as Ancestry.com, Fossil and Readers Digest, as well as universities like Harvard, Yale and Stanford – and libraries including the British Library and the National Library Board of Singapore. They provide content conversion services, including document scanning, newspaper and archive digitization and eBook conversion; data services such as data entry, data enhancement and database hygiene. They also offer research services like data collection, Web research and market research, plus digital marketing services including managing Google Adwords and Facebook advertising campaigns.

## SUB-CONTRACTING

Accenture, a management consulting, technology and outsourcing services provider, maintains a business relationship with Cayuse Technologies in Oregon to provide application and BPO services like web publishing, project management and customer contract.

In this particular relationship, Accenture provides management oversight to the work performed at the center, manages this center, and acts as the prime contractor, sourcing clients, managing contracts and being accountable for delivery. Cayuse Technologies acts as the subcontractor in the majority of contracts. This model works for business – a telecom client of the center achieved 100 percent cost savings objectives by the third year of the engagement. It also has a great impact on the community. Cayuse employees from The Confederated Tribes of the Umatilla Indian Reservation are given an opportunity to improve their lives and the lives of their family in a community with a 35 percent unemployment rate. Cayuse has employed more than 67 members of the Tribes, impacting

788 people and improving health and well-being in the community by 179 percent.

Rural Shores is an Impact Sourcing Service Provider. The five year-old company now has 2,000 seats with 25 clients and 40 different processes. One of its first successful sub-contracting opportunities involved working with First Source to provide local language call center to support to a major telecom.

The Firstsource subcontract was for in-bound, local language customer support for the telecom firm. In order to enable the telecom company to penetrate the Indian state of Madhya Pradesh, RuralShores agreed to set up a center in the district of Chand, a low-income, remote territory in the state. The center started as a 10-seater facility and ramped up to 190 seats within seven months. The center was to take in-bound customer calls in Hindi to provide problem resolution services. The first time resolution of the calls was very accurate and provided



## SUB-CONTRACTING *continued*

high level satisfaction to the client so that over time the escalation desk was also migrated to RuralShores.

The relationship, including the SLAs, with the client was managed by FirstSource. This included providing initial training and managing governance and quality control standards. Dashboard metrics as well as day-to-day quality checks were put in place to ensure accurate results. Ultimately the client received high quality service from Rural

Shores employees whose turnover is extremely low, averaging only less than 4 percent.

In addition to impacting business, this type of work positively impacts the employees in myriad ways. Many have increased their savings by more than 20 percent, have bank accounts and medical insurance and move on to pursue higher education, according to Rural Shores' Social Impact Study Report.

THE  
ROCKEFELLER  
FOUNDATION



THE ROCKEFELLER FOUNDATION SUPPORTS THE DEVELOPMENT OF THE IMPACT SOURCING SECTOR SO THAT MORE HIGH POTENTIAL BUT DISADVANTAGED YOUTH HAVE ACCESS TO EMPLOYMENT OPPORTUNITIES THAT CAN IMPROVE THEIR LIVES AND THE LIVES OF THEIR FAMILIES AND COMMUNITIES.

## ROCKEFELLER FOUNDATION'S ROLE IN IMPACT SOURCING

The Rockefeller Foundation, through its nearly \$100 million initiative, Digital Jobs Africa, is supporting the development of the Impact Sourcing sector so that more high potential but disadvantaged youth have access to employment opportunities that can improve their lives and the lives of their families and communities.

The Rockefeller Foundation is supporting the development of the Impact Sourcing enabling environment so that it can become a scaled practice across the globe. To make Impact Sourcing an accessible option for business, the Foundation will support access to resources and tools for recruitment and impact measurement

that a business can use to start Impact Sourcing. Through its work the Rockefeller Foundation is also developing a network of businesses that are already doing Impact Sourcing so that they can share information and best practices.

In addition to the global work, The Rockefeller Foundation is also supporting the development of the outsourcing sector in Africa by supporting Impact Sourcing social enterprises to build their capabilities; organizations to train youth with the required skills for employment; job matching so that skilled youth and employers can connect; and the general business environment in countries to make them attractive destinations for outsourcing.

# IMPACT SOURCING 101

SCALING IMPACT SOURCING WILL REQUIRE THE OUTSOURCING COMMUNITY TO ADOPT IMPACT SOURCING AS AN OBVIOUS CHOICE FOR SOURCING.

## HOW TO START IMPACT SOURCING

Scaling Impact Sourcing will require the outsourcing community to adopt Impact Sourcing as an obvious choice for sourcing.

**IF YOU'RE A BUYER**, consider buying services from Impact Sourcing Providers. You can also ask your existing service providers to explore adopting Impact Sourcing as a permanent practice.

**PROVIDERS** can start recruiting Impact

Sourcing workers today. This will provide an immediate competitive advantage with your buyers. They'll be happy to see you providing the same quality of service while also having a positive impact on the communities in which you work.

And finally, **ADVISORS** can help customers navigate this space to help guide them in how best to engage in Impact Sourcing.

**For more information on how to get involved, please email:**  
**[ImpactSourcing@rockfound.org](mailto:ImpactSourcing@rockfound.org)**



# IN OUR TANK,



In ABC's critically-acclaimed business-themed reality show, Shark Tank, wealthy tycoons search for the best businesses to invest in from budding entrepreneurs. IAOP's own spin on the game show gave four service providers the opportunity to present their business case for impact sourcing to an elite group of C-level execs at The 2014 Outsourcing World Summit.



# EVERYONE WINS



The provider presentations and discussions by the judging panel, who voted in American Idol style for their top picks, showed why impact sourcing is becoming an area of importance in outsourcing and everyone – from presenters and judges to the delegates in the audience – left a winner.

BY SANDY FRINTON

# GAME SHOW



## Master of Ceremonies Atul Vashistha

**“The game show format made it exciting and engaging and we were able to get the message across in a fun way,” said Vashistha, Chairman of Neo Group, who moderated the event. “The judges were amazing and it was really meaningful for them.”**

## Judging the event were:

**Darcy Antonellis**, CEO of Vubiquity and until just recently, President of Warner Brothers Technology Group

**Tim Langley-Hawthorne**, Vice President IT Governance, Western Union

**Gene Agee**, Vice President, VP Procurement & Real Estate Sprint

**“Hearing firsthand the impact these businesses have on the communities they serve underscores the principles of both capitalism and corporate social responsibility as being not only congruent but also complimentary,” said Agee.**







## The Contestants:

**Lori Silverstein**, Chief Sales Officer, Digital Divide Data

**Mark Sears**, CEO, Cloud Factory

**Murali Vullaganti**, CEO, RuralShores Business Service, Rural BPO Centers India

**Leila Janah**, CEO, Samasource

“The quality of the companies, their executives and philosophy towards impact sourcing was inspirational and provocative,” said Antonellis. “I left the session thinking about direct applications for impact sourcing within my company.”

The audience first viewed a video message to IAOP members from Rockefeller Foundation Vice President Zia Khan about how buyers, providers and advisors can all get involved in impact sourcing.



Executives from Samasource, Digital Divide Data, Cloud Factory and Rural Shores then went before the judges who were given the devised scenario of just learning their CEOs called at the conference with the directive to implement Impact Sourcing in the next 18-24 months that had to work, be quick and meet all business requirements.

Companies were asked about their differentiators, social impact and how they would scale up to 100 FTEs. Each judge selected two companies they would want to work with.

The presentation on the final day of The Outsourcing World Summit on Feb. 19 was part of a larger focus on CSR in Action, presented by IAOP’s CSR committee, chaired by IAOP CEO Debi Hamill with Scott Phillips of Accenture, serving as special advisor to the committee.

“The game show, ‘Impact Sourcing Meets American Idol and the Shark Tank of IAOP’s Finest’ was an absolute hit,” Vashistha said. “We’ve even had requests to take it on the road.”

Impact sourcing has become such an important discussion because it fits with customers’ CSR agendas and also fills the need in outsourcing for new talent from emerging markets.

**Impact sourcing has become such an important discussion because it fits with customers’ CSR agendas and also fills the need in outsourcing for new talent from emerging markets.**

“The buy side is interested in having an impact in communities where they do business around the world,” he said. “It is the DNA of a lot of companies. If you can marry sources of talent with locations where communities are distressed or disadvantaged you not only find new sources of talent but also create tremendous opportunities. It makes business sense but also is corporate social responsibility.”



# THE CONTESTANTS

## RURALSHORES

**Location:** Based in Bengaluru, India, currently with 17 delivery centers in 10 Indian states

**Services:** Technology-enabled services, business-enablement services and skills development solutions

**Founded:** In 2008 by a group of highly successful and motivated professionals headed by Murali Vullaganti, who is the CEO of RuralShores Business Services, (Rural BPO Centers) India

**Number of employees:** 2,000-plus

**THE PITCH:** Some 50 million educated unemployed youth in rural India migrate to cities in search of jobs. Today India has over 1.5 million jobs in the domestic BPO industry that can easily be sourced from rural areas – and the number is growing each year.

By setting up IT/BPO centers in remote areas, RuralShores is creating employment opportunities for these underserved rural youth. This unique model is changing the dynamics of outsourcing. Its vision is to assimilate rural youth into the Knowledge Economy by sustainable Impact Sourcing through IT-enabled and business-enablement services.

The company's goal is to establish one RuralShores center in each of the 500 rural districts of India, providing sustainable employment to over 100,000 rural youth, leading to sustainable livelihood to half a million people and stimulating economic activity in 600 villages. The youth are treated with respect and dignity and are exposed to an intellectually stimulating environment. As a result, the company says attrition rates are lower – 10 percent per year compared to 40 to 60 percent in other urban-based BPOs, leading to higher productivity and quality results.

Vullaganti discussed how RuralShores employs more than 2,000 disadvantaged people in India who live rurally and are highly-motivated. The workers provide services such as accounting, back office and call center support in English and the local language for clients such as Accenture, Vodafone and Airtel.



Through impact sourcing, the standard of living of employees and their families has undergone a tremendous uplift since the time they have been given sustainable employment. Their paychecks have enabled employees to invest in household conveniences and provide for higher education for themselves and their siblings.

The strong rural youth say employment with RuralShores has changed their lives. One employee, Ms. Mayuri, found it difficult to concentrate during the training period at RuralShores because she was concerned about losing her daughters during a marriage separation. Her employment helped her prove herself to family members and put her family back together.

“RuralShores has helped me to build my career and a bright future,” she says. “This job is very essential for me to take care of my daughters’ future. Now that I have stabilized in this job, my husband has agreed to send back my daughters. Today, I feel confident and ready to face any challenge.”

## CLOUDFACTORY

**Location:** Based in Nepal with operations in Kenya, Hong Kong and the United States

**Services:** Data capture and document processing, audio and video transcription, image tagging, categorization and moderation, and Web scraping and research for the financial services, healthcare and media/entertainment sectors

**Founded:** In 2008 by Mark Sears and his wife following a two-week vacation to Nepal where after meeting young, motivated software developers they were inspired to stay and train a workforce

**Number of employees:** 120 core workers and 3,100 data operators

**THE PITCH:** CloudFactory is all about hyper-efficiency using mass production and division of labor approaches that make sense when an industrial strength solution is needed to process millions of data points.

Founder and CEO Mark Sears is a computer engineer who works with a large team of 40 engineers. The company invests significantly into innovation of its cloud work platform. CloudFactory believes labor automation and augmenting its workers with technology is a key part of the future of work.

CloudFactory is passionate about impacting people and businesses through technology and innovation. Its big purpose is to connect 1 million people in the developing world to basic computer work and raise them up as leaders to address poverty in their own communities.

Last year, CloudFactory completed over 2,200 community service projects and recently 400 employees spent a Saturday at an orphanage in Nepal with 250 kids.

“My wife and I have lived in Nepal for five years now and we get to see this deep impact first hand,” says Sears. “The ripple effect is starting to happen and it is all being powered by a profitable outsourcing model.”

Sears believes the talent pool is available to rapidly scale up to meet customers’ needs. In addition to its 3,000 data operators, or “cloud workers,” the company has 20,000 talented people in Nepal and Kenya who have taken its entrance tests and are ready to be onboarded.

The company says it can hire as many as 100 FTEs every week and have them producing quality results as quickly as two weeks later. It recently completed a one-year document processing project with 250 million records that had CloudFactory scaling to 500 FTEs in the first three months.





# THE CONTESTANTS

## DIGITAL DIVIDE DATA

**Location:** Offices in Kenya, Cambodia, Laos and the United States

**Services:** Content conversion, research and data services, including newspaper, magazine and archive digitization, eBook production, web research, market research, handwriting transcription, data entry, survey digitization

**Founded:** In 2001 by business consultant Jeremy Hockenstein and a group of friends after he saw the lack of jobs available for graduates of vocational training programs in Cambodia

**Number of employees:** 1,200

**THE PITCH:** DDD delivers digital content, data and research solutions to clients worldwide. By employing youth at the base of the pyramid, DDD's innovative model delivers high-quality competitively-priced services while creating social impact in Africa and Asia.

DDD's proven Impact Sourcing model develops a strong workforce in countries with untapped talent. The company identifies and recruits motivated, disadvantaged youth who would not otherwise have access to good jobs or higher education.

It provides training and employment at fair wages, while enabling them to attend university. Staff typically works at DDD for four years or more. As a result, clients benefit from the superior quality and timeliness that comes from long-term committed teams working on their projects.

DDD program graduates go on to high-skilled professional positions, breaking the cycle of poverty that traps their families. They send family members to school, raise their household's standard of living, and become leaders in their communities.

Lori Silverstein, Chief Sales Officer, DDD, shared with the judges how after a successful 15-year career working for traditional BPOs, she came to work for DDD after her previous employer started losing deals to Impact Sourcing service providers.



**By employing youth at the base of the pyramid, DDD's innovative model delivers high-quality competitively-priced services while creating social impact in Africa and Asia.**

## SAMASOURCE

**Location:** Based in San Francisco with a field office in Nairobi, Kenya

**Services:** Digital services, including data, tagging, research and online content projects

**Founded:** In 2008 by Leila Janah who first became motivated to reduce poverty after seeing the need as a teenager volunteering to teach English in Ghana

**Number of employees:** Directly employs 3,500 and benefits over 10,000 marginalized people in Sub-Saharan Africa, South Asia and the Caribbean, including refugees, youth and women from conservative communities

**THE PITCH:** Named from the word “Sama,” which means equal in Sanskrit, Samasource connects poor women and youth to training and employment in the digital economy. As a premier provider of digital services, it delivers a steady flow of work to people around the world.

Through its “Microwork” model it allows poor people to become part of international digital supply chains by divvying up work into small pieces that don’t require advanced training to complete. The simplest tasks can be done by an unskilled young person from an informal settlement with only two weeks of training. On average, workers more than double their incomes after a few



**Named from the word “Sama,” which means equal in Sanskrit, Samasource connects poor women and youth to training and employment in the digital economy.**

months on the job, and 75 percent move up to higher-level employment or higher education within one year.

The work Samasource does for clients like Google, Microsoft and LinkedIn is of such high quality the company retains 90 percent of them as clients. Janah told the judges a story about one of the workers who started as a child soldier in Uganda, and now provides clients with services ranging from image and content tagging, to machine learning and content generation.



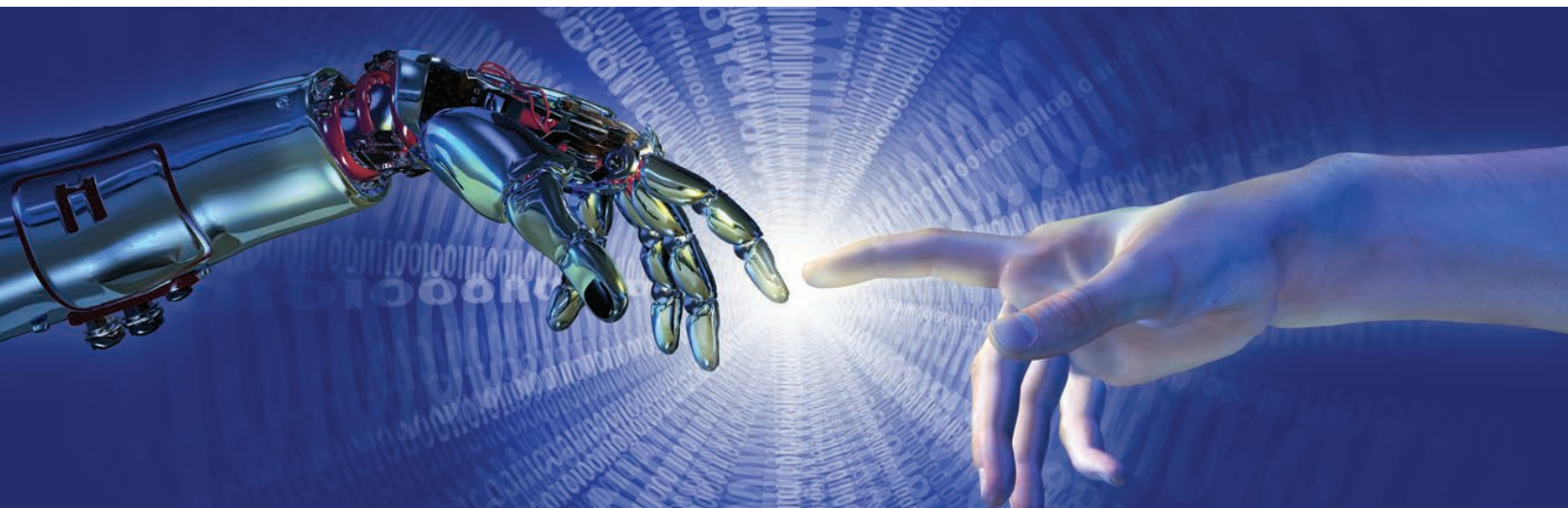
### C-S-R YOU READY?

Lean more about CSR in Action at a complimentary one-hour webinar presented by IAOP on June 20 at 11 a.m EST. Following up on the publication of The Outsourcing Professionals’ Guide to Corporate Responsibility, by Van Haren Publishing, the complimentary webinar from IAOP will be led by CEO Debi Hamill and feature co-authors Bill Hefley, PhD, COP and Ron Babin, DBA, PhD, COP.

Click here to register for the Webinar. For more information on how IAOP corporate members may access the eBook management guide, The Outsourcing Professionals’ Guide to Corporate Responsibility management guide as a complimentary member benefit contact [memberservices@iaop.org](mailto:memberservices@iaop.org).



## dean kamen's new machines



**A CONVERSATION WITH THE MASTER INVENTOR, ENGINEER, AND VISIONARY WHO KNOWS THAT TO MOVE FORWARD, WE MUST FIRST LOOK BACK.**

By Brian Dumaine

Dean Kamen is perhaps best known for what some say is his greatest flop: the Segway. Though it didn't transform mass transportation the way Kamen had hoped, the Segway didn't stop this prolific inventor from pursuing even more ambitious inventions. Today he is working on a water-purification system for the developing world and a new kind of home furnace. The furnace he based on an early-19th-century engine. The purifier should start reaching rural villages and saving lives later this year. Kamen, whose engineering company, DEKA, is located in a refurbished 19th-century textile mill in Manchester, N.H., originally made his fortune inventing sophisticated devices for delivering medicine—such as the portable dialysis machine. (The medical-supply giant Baxter has sold more than 500 million of this product worldwide.)

Kamen is famously restless, flitting around his labs and challenging his engineers. In a rare moment, the inventor sat down with *Fortune*'s Brian Dumaine in his corner office, decorated with photos of Albert Einstein and original artwork by his father, a comic book illustrator in the 1950s. Kamen discussed his inventions, robotic prosthetics for wounded veterans, the state of science education in America, and a recent visit by a very interesting guest.

**Q:** One of your favorite Einstein quotes is “Intellectuals solve problems; geniuses prevent them.”

**A:** Well, think of it this way: A lot of good people are doing good work trying to treat disease in the developing world; they're trying to solve that problem. But 1 billion people today don't have access to clean water, and 50% of all chronic human disease is caused by water-borne pathogens. Now we know how to prevent a lot of that disease.

**Q:** You're referring to your new, portable water-purification system, the Slingshot?

**A:** Yes. It works. So how can we not give it to the world? Not doing that is not only economically idiotic—50% of the hospital beds could be emptied. It's tragedy when someone dies of cancer or Alzheimer's or some other disease we don't know how to cure, but if you knew how to prevent disease and didn't, it's not only a tragedy—it's inexcusable.

**Q:** What was your eureka moment with Slingshot?

**A:** Everybody thinks inventors run round shouting eureka. Over my career the overnight successes I've had were all 10 or 20 years in the making. With the Slingshot it was an even more gradual process.

**Q:** How does the Slingshot work?

**A:** We're doing what nature does, only on a little smaller scale and a little faster. We suck the dirty water into the Slingshot, we



**Pulse Editor's Note:** This Q&A appeared in *Fortune's* annual BRAINSTORM GREEN issue and explores some of the cutting-edge ideas fueling technological innovation. Inventor Dean Kamen's work with corporations and other institutions underscore the idea that environmentalism and business are not mutually exclusive.

heat it up and turn it into a vapor—just like the sun does—then we turn it back into a liquid.

**Q:** How will you distribute them?

**A:** First I tried the international medical companies and even the U.N., but they weren't the right fit for the product. Then it occurred to me that there's only one organization that can get a product to any village in the world: Coca-Cola.

**Q:** So how did you get Coke?

**A:** I just decided Coke would be my partner. The problem was, Coke didn't see it that way at first. When I met with them about distributing the Slingshot, they told me, "We know who you are, and by the way, we've got problems of our own." They told me that they now have 120 different soft drinks—Coke with caffeine, Coke without caffeine, Diet Coke with caffeine. They knew about my background in the medical field and my work in precisely measuring and delivering fluids, and they wanted me to solve their problem.

**Q:** Did you?

**A:** I told them what you need is the world's largest inkjet printer that has cartridges of all your ingredients, and you can mix them precisely into a cup in real time. I've spent 30 years learning to mix sterile medical solutions that have to be blended 10 times more accurately than what Coke needed, and in quantities of 1/100th the amount. Could I apply this technology to soft drinks? Yes. Do I have a passion to get up in the morning and do only that? No.

**Q:** So you made a deal.

**A:** Actually, we made two deals. I had an opportunity to meet with [Coke CEO] Muhtar Kent, who, in his annual report, had written, "We are the water stewards of the world" and meant it. This guy is already highly motivated to bring the world clean water. So I knew I had a partner. The fountain product, known as Freestyle, is rolling out now. The Slingshot has been field tested in Africa, and we're ramping up manufacturing.

**Q:** What kind of progress have you made?

**A:** The model is going to be for Coke to give them to woman entrepreneurs in the villages. It costs only a few cents to make each gallon of clean water, and each Slingshot can produce 250 gallons a day. These women can turn it into an ongoing business.

**Q:** You're also doing work with artificial arms and hands for returning vets. At a recent TED talk you pulled out a model of a wooden boat and said that a vet using one of your robotic hands built it.

**A:** These are high-performance, beautiful machines, and people love them.

**Q:** How's the rollout going?

**A:** Well, the FDA is slowing up the process. It is taking the position that the arm so outperformed a hook that you can't compare it to a hook. They want us to do clinical trials, which are costing the government millions of dollars and delaying getting the arms to the veterans who need them.

**Q:** We read that America is falling behind in science and engineering, that our schools are failing in this area, and that lots of tech jobs go unfilled. Where are we?

**A:** Even in this bad economy, my company, DEKA, has 30 unfilled positions. Most of the jobs of the last century you could do if you had a high school education. Today most jobs require more sophisticated skills, and most of the exciting new industries that are evolving—proteomics, genomics, nanotechnology—they all require technical backgrounds. I believe that schools were never a place that created passion. It was our culture that gave you the passion to do what you wanted to do with those basic skills.

**Q:** You were a college dropout.

**A:** Look, 100 years ago the heroes were Thomas Edison and Wilbur and Orville Wright. They were entrepreneurs taking reasonable risks and creating a whole new future. Now, ironically, as a result of our ubiquitous technology, Americans have shifted from becoming the conspicuous creators of everything to becoming the conspicuous consumers of everything.

**Q:** So this notion is what led you to create First Robotics, your science contest for high-schoolers where they make robots that compete with one another?

**A:** We started this thing in 1988 in a gym in Manchester, N.H., with 28 teams. This year we'll have more than 23,000 schools from about six countries competing. We have 120,000 corporate volunteers and 3,500 corporate sponsors. I'm working with will.i.am and his i.am.angel foundation to try to get First into every school in the country.

**Q:** Bill Gates said your lab was like a cross between Willy Wonka's Chocolate Factory and Edison's.

**A:** Considering it was Gates—who has been just about in every interesting place—that was very cool.

---

**For the full story, visit [www.fortune.com](http://www.fortune.com).**

IAOP and *Fortune* Content Marketing & Strategies have been partners for 20 years. *Fortune* publishes IAOP's Global Outsourcing 100 ranked list in a special advertising section annually. For more information about the benefits of *Fortune* advertising to IAOP members, contact Ron Moss, Associate Director, Project Management Content Marketing & Strategies, [ron\\_moss@timeinc.com](mailto:ron_moss@timeinc.com).

# HOT SPOT

## AUSTRALIA

Stable Economy. Skilled Workforce.



**Location:** Oceania between the Indian and South Pacific Oceans, separated from Asia by the Arafura and Timor seas. It is both the world's smallest continent and sixth largest country.

**Population:** The Australian continent has 36.25 million people with 22.5 million living in the country of Australia - one of the lowest population densities in the entire world.

**Language:** Roughly 92 percent speak English – Australian English, consisting of a very distinct accent and vocabulary, which sounds of a deeper British accent

**PINK LAKES, BOOMERANGS, VEGEMITE, RUGBY AND MORE 'ROOS THAN PEOPLE; JUST A FEW OF THE REASONS YEAR-AFTER-YEAR, AUSTRALIA IS RANKED AS THE BEST COUNTRY IN THE WORLD WITH THE HAPPIEST PEOPLE.**

The Land Down Under boasts the best beaches, world-class education, Aussie wine, cheese and its celebrated meat pies. From the biggest of cities to the smallest country towns, natives are ready and willing to lend a hand during tough times or sit back and enjoy life with you when things are good. Easy to see how everyday in Australia is a G'day, Mate!

**Outsourcing Outlook:** Australia's robust and diverse economy is the only economy to consistently rank in the world's top five most resilient economies since 2008. A highly skilled, multi-lingual workforce, as well as a stable political system, strong regulatory environment and close proximity to Asia make Australia one of the most attractive outsourcing destinations in the developed world, especially for software development operations, research and development and delivery centers, according to Global Supply Risk Monitor, a risk monitoring service provided by Neo Group.

BPO is growing more than 6 percent a year while the ITO growth rate is 4 percent. Top suppliers include Acer Computer Australia, Alcatel Australia, CSC, HP and IBM. Big Data and analytics, cloud services and supply chain management are among the services provided to customers that include such companies as NASA, CISCO, Avaya and Facebook. In addition to services and technology, other sectors for outsourcing are agriculture and food, infrastructure, resources and energy, and advanced

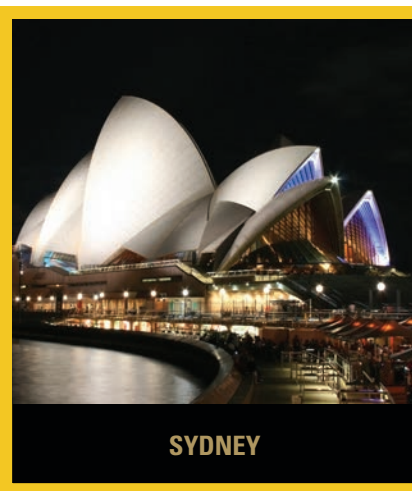
manufacturing. Australia also is known for its business-friendly environment, marked by low interest rates, good data protection policies and strong government incentive programs. However, based on the data delivered by Global Supply Risk Monitor, average salaries in Australia are comparatively higher – the average entry-level salary for an

IT professional in the country is more than nine times the salary of an average entry-level IT professional in India. Also, restrictive immigration laws, such as the "Subclass 457 Visa," limit the attractiveness of the Australian labor pool compared to other outsourcing hot spots, Neo Group notes.

**Economy:** One of the largest capitalist economies in the world with a U.S. GDP of \$1.5 trillion, the country of Australia has experienced continuous growth. It features low unemployment and a strong and stable financial system. By

2012, it had experienced more than 20 years of continued economic growth, averaging 3.5 percent per year. During the global financial crisis Australia was relatively unaffected as its banking system remained solid, keeping inflation under control.

**Trade Agreements:** Australia is an open market with minimal restrictions on imports of goods and services. Australia has a very active role with the World Trade Organization, APEC, the G20 and other trade forums. Australia has both bilateral and regional free trade agreements (FTAs) with numerous countries and is currently negotiating trade agreements with several other countries.



SYDNEY

© CanStock Photo Inc. / iStockphoto



# NEW ZEALAND

Rising Outsourcing Solutions Provider.



**Location:** Oceania, in the South Pacific Ocean, southeast of Australia. Consists of two main islands surrounded by at least 100 smaller islands

**Population:** 4.4 million in a predominantly urban country, with 72 percent of the population living in 16 main urban areas and 53 percent living in the four largest cities of Auckland, Christchurch, Wellington, and Hamilton

**Language:** While English is the de facto practiced language, spoken by 98 percent of New Zealanders, there are two de jure official languages - Maori and New Zealand Sign Language



**THE FIRST COUNTRY TO HAVE ITS THREE TOP POSITIONS OF POWER HELD SIMULTANEOUSLY BY WOMEN AND WAS HOME TO THE FIRST MAN WHO REACHED THE PEAK OF MOUNT EVEREST.**

New Zealand is famous for the kiwi fruit and its indigenous Maori people – Eastern Polynesian settlers who arrived more than a thousand years ago. Visitors will be happy to know that no part of New Zealand is more than 79 miles from the sea.

**Outsourcing Outlook:** As an early adopter of technology, outsourcing is viewed as a sector that can generate significant revenue by 2020 in New Zealand. The country's strength lies in its ability to create innovative technical solutions at a low cost in the Pacific region, according to Global Supply Risk Monitor, a risk monitoring service provided by Neo Group.

BPO and ITO are both growing about 4 percent annually. Gen-i is a top provider in the country, along with Datacom, HP, IBM, Aegis and Sitel. Among the service offerings from providers are cloud management, software design and development and application management. Vertical sectors for outsourcing include government services, banking and financial sectors and real estate.

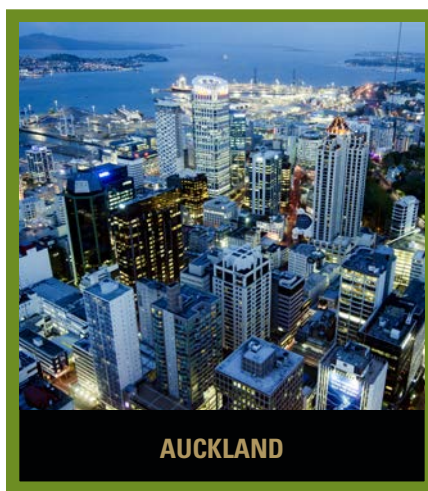
Global Supply Risk Monitor reports that salaries in New Zealand are 40-50 percent lower than that of the Australian outsourcing salary but a relatively small labor pool makes scalability a major concern. With a combined IT-BPO labor pool of fewer than 100,000 people and an annual graduate pool (IT and non-IT) of just below 130,000, most companies find it difficult to source IT professionals with the right skill sets, the research indicates.

**Economy:** Hailed as one of world's top safe-haven economies, in January, CNBC called it the "rock star" of economies – which grew by 2.7 percent last year (marking the country's 12th consecutive quarter of growth), making it one of the fastest growing nations in the developed world. New Zealand is a market economy. Its main industries are farm products, tourism, film production and winemaking. New Zealand depends heavily on international trade, especially with Australia, China, the United States and Japan. HSBC predicts

in 2014 New Zealand's economy will grow 3.4 percent as a result of spending on construction, the country's housing boom and rising dairy prices. New Zealand is the top dairy exporter accounting for 30 percent of the world's trade.

**Foreign Trade:** New Zealand is a sovereign state with a democratic, parliamentary government, which welcomes foreign investment. It has an open economy that places few barriers in the way of foreign services providers or importers. Trade in goods and

services are the foundation of New Zealand's relations with other countries. Its major export partners are Australia, United States, Japan, China, and the United Kingdom. In 2008, New Zealand and China signed the New Zealand-China Free Trade Agreement, the first such agreement China has signed with a developed country.



AUCKLAND

© CanStock Photo Inc. / iStockphoto

**Stories by Kate Tulloch-Hammond, IAOP, with contributions from Neo Group.**

IAOP has partnered with Neo Group to provide corporate members Global Supply Risk Monitor, a unique subscription-based service that provides real-time data, analysis and guidance on global locations and suppliers. For more details, visit [www.GlobalSupplyRiskMonitor.com](http://www.GlobalSupplyRiskMonitor.com) or contact [casey@neogroup.com](mailto:casey@neogroup.com).



A group of four young women are standing in the foreground, smiling at the camera. They are dressed in traditional Indian clothing: sarees and a kurta. The woman on the far left is wearing a green and pink sari. The woman next to her is wearing a green and orange sari. The woman in the center is wearing a blue and purple sari. The woman on the far right is wearing a pink and white patterned sari. They are all holding gold-wrapped gifts. The woman in the center is also holding a brown paper shopping bag with the 'Reliance trends' logo. In the background, other people are visible, and a sign for 'AHU ROOM' is on the wall. The overall atmosphere is festive and celebratory.

# A FATHER

# ON RAISING AN

# INDUSTRY





**It all started with  
a simple belief in  
his country and  
its people:**

If the Indian workforce was given the same training and education as their overseas counterparts, Raman Roy believed they could be equal, if not better, employees for business processing services.

For the past 25 years, Roy has evangelized this belief, even in the early days when business leaders in India who were his superiors told him his ideas would fail and many thought he was crazy. An entrepreneurial risk taker who went through his own struggles and failures, Roy held true to his convictions.

**And in the process,  
an industry was  
born in India.**

**INTERVIEW BY SANDY FRINTON**

**T**his industry, Business Process Outsourcing, is now worth \$14 billion and directly employs 1.4 million people (indirectly over 4 million) in India today.

Widely regarded as the pioneer and “Guru” of the Indian BPO industry, Roy has played a pivotal role over the last two decades in promoting Indian BPOs and proving that India can be a preferred location for remote processing. All around him in India’s rural villages and urban cities are thousands of individuals and their families who he has positively impacted by enabling employment and helping to raise their economic status so today’s generations are living more prosperous and promising lives than their parents.

His pioneering efforts in his prior positions at American Express, GE and Spectramind directly created 35,000-plus jobs in India – enough to roughly take all the seats in Boston’s Fenway Stadium – and 850,000 jobs indirectly, which would fill all of Tiruchirappallilarger, India’s 57th largest city. In the early 2000s, the third party provider he founded, Spectramind, was hiring some 100 people a day with a sign on the gate reading “trespassers will be recruited.”

Now in his fourth journey with offshoring and outsourcing, Roy founded and leads an India-based global services company aptly named Quattrro, the Latin word for four, which is focused on servicing the mid-market with business and knowledge processing services that go “beyond the existing.”

Fondly regarded as the “Father of the Indian BPO Industry,” after spending about half his 56 years working in outsourcing, some are now affectionately calling him the “Grandfather.” And to him, it is all about the children and the impact he’s made by “accidentally” founding an industry.

His pioneering efforts and achievements have been recognized with a long list of awards and appointments, culminating with his induction last year into IAOP’s Outsourcing Hall of Fame.

From his home office in New Delhi, where his Hall of Fame Tiffany glass bowl award is displayed on a shelf near his desk, Roy talked with Pulse about his legacy and role models, lessons learned, his advice for other entrepreneurs and another love he has as a foodie.

**P:** You started your BPO work with American Express in 1984, when the company started its Japan and Asia Pacific support operations based out of New Delhi, largely handling accounting and back office work. What did this experience make you realize?

**R:** American Express had just launched the American Express card in India and we set up the processes. I had the belief that a lot of our processes and what we did out of India were superior to where we were trained. It was that belief that made me evangelize within American Express the opportunity of using the Indian workforce for international work. That took a good three years of talking to the company because a lot of people thought I was looney.

**P:** Did your bosses support you?

**R:** I accepted a job as Business Leader for American Express’ BPO business to set up the offshore center for American Express and one of my very senior bosses sent me a one-line note when I took the job saying “until now, you had a good career.” I was sweating when I read that because it meant he didn’t think my future was very good. It was very unsettling. He was so senior I couldn’t even call him. When I spoke to his assistant to set up a call, I got a call two days later for five minutes to speak to him. He said “Raman, you are very stupid. This is just not going to work.” I said, “I will make it work.”

**“He said ‘Raman, you are very stupid. This is just not going to work.’ I said, ‘I will make it work.’”**

**P:** Did you prove him wrong?

**R:** In those first six months, I was working 18 to 20 hours a day. I did not see the light at the end of the tunnel. It was a lot of hard work. I had a lot of self-doubt and asked myself: Why did I take this job? What am I trying to prove? Six months later, when we had the green shoots of success showing, in fairness, he sent me another saying “maybe you were right and I was wrong.” That really rejuvenated me to believe I was onto something good and something worthwhile. We were a huge success. We saved tens of millions of dollars for the company and we created jobs in India. What is more important, it was not that we were just cheaper, we improved controls in accounting and dramatically brought down errors.

**P:** Did you ever talk to that supervisor later?

**R:** Yes, he said he was proud of what I had been able to accomplish and that I lived up to his expectations.

**P:** Tell me about outsourcing journey #2 where you did work for GECIS, GE's captive BPO arm started in Gurgaon, and your contacts with Gary Wendt, then Chairman and CEO of GE Capital.

**R:** Gary Wendt got very excited when he saw what we were doing for American Express. We met and he understood what we were doing. As part of conversation, he realized I had to go through a lot to get approvals for investments of capital into India by American Express. He created an environment where I would not have to go to very many people to get approval if I did that for GE. I remember him saying "\$10 million was loose change for GE."

**P:** In your role as CEO of GECIS were you successful and what else did you prove?

**R:** Gary mandated me to create about 1,000 jobs. We created 9000-plus jobs from 1994 to 1999 and it became a big thing within GE Capital and GE what we could do. It was pretty phenomenal. At American Express, we were able to prove India is potentially a location where high quality, low cost work could be done. It was during our time at GE that we were able to prove it is scalable and we could do it in different locations. We set up processes and offices in Gurgaon, Hyderabad and Bangalore. Gary ran GE Capital as a large company with large resources with an innovative soul of a startup. It was very fulfilling to be able to demonstrate what the Indian workforce could do on a global platform.

## RAMAN ROY AT A GLANCE



### CURRENT ROLE:

Founded Quattrro in 2006. Serves as Chairman and Managing Director

### PRIOR ROLES:

Business Leader for American Express' BPO business; CEO of GECIS (now Genpact); and Founder and CEO of Spectramind (now Wipro BPO)

### BOARD POSITIONS:

Founding member of the Indian Angel Network; Board of Data Security Council of India (DSCI); The Indus Entrepreneurs (TiE) Delhi-NCR; Executive Committee of NASSCOM; and Past Chairman of the BPO committee of ASSOCHAM; in addition to being a member of various committees formed by the Central Government and State-level Governments.

### APPOINTMENTS:

Was appointed to the high-powered Working Group formed by the Indian Prime Minister's Office for making recommendations on improving the supply of suitable talent to the IT & BPO sectors.

### AWARDS:

Dataquest Pathbreaker Award in 2002, CfE Management Development Institute Award for Corporate Entrepreneurship in 2006; Trailblazer Award at the Shared Service + Outsourcing in 2007; Institute of Economic Studies' Udyog Rattan award in 2007; Indiatimes BPO award; Outstanding Entrepreneur Award at the Asia Pacific Entrepreneurship Awards (APEA) 2009; IT People Entrepreneur of the Year; Institute of Chartered Accountants of India's Business Leader of the Year, 2008; Power Brands Hall of Fame 2011-12; IAOP Hall of Fame in 2013

### EDUCATION:

Chartered Accountant and a Chartered Management Accountant with a Doctorate in Management Accountancy. Holds a Bachelor's Degree in Commerce from Shri Ram College of Commerce and was given its Distinguished Alumni award.



**P:** What came next?

**R:** We saw we could stop being a captive and become a third-party provider. We thought we were onto a big opportunity. Rather than stay with GE, we wanted to see what we could do to realize that opportunity. My management team from American Express and GE got together and we launched Spectramind in 2000, which was one of the first companies that did third party work and was not a captive. I guess we were right about the market potential because we grew to about 18,000 people in five years.

**P:** Was it an easy decision to leave the corporate world and become an entrepreneur?

**R:** If I said I woke up one morning and decided to start my own business, it would be a lie. For 9 to 10 months before, we deliberated over whether it was a good thing to leave GE and start something. We asked: Would customers come? Would we have enough money to pay salaries? We had thousands of questions in our minds.

**P:** Who convinced you?

**R:** One night my wife (Charu Sehgal, head of Healthcare Consulting at Deloitte India) and I were out drinking and smoking with very good friend about the pros or cons. The next morning after about four hours of sleep she asked: "What are you going to do?" I couldn't answer. She said: "Raman, Just shut up and do it. Can you live through life knowing you had an opportunity and you didn't take it up? Go and do it." And it is at that moment that 'if I should do' changed to 'how to do it.'

**P:** Tell me about the Spectramind days and growing your workforce. By 2002, you had expanded to have employees spread across New Delhi, Mumbai and Pune.

**R:** We had to train and skill people but we had to compress that training. Of the 100 people we hired in a day, 60-70 percent would qualify to do international work and would get to the shop floor while 20-30 percent of the people had to be retooled or let go because they could not meet the international standards. Growing to 18,000 jobs was very, very fulfilling. We became the largest company out of India.

**P:** What were some of the challenges in training?

**R:** Twenty years ago in this country of a billion people,

less than 200,000 to 300,000 credit cards were issued in India. The people we hired had never seen a credit card. So we had to start the training class by showing them a credit card and how it works.

**P:** What happened after Spectramind?

**R:** While we were Spectramind, one of the large IT companies named Wipro was looking to get into BPO and was advised by Goldman Sachs to look at inorganic options. They wanted to go with the "best and brightest," and they found us. We were venture funded and they made an offer to our VC, which, at the time, was one of the highest prices paid for a services company in India. We became part of Wipro and committed to a timeline to stay with the company to help smooth the transition.

**P:** You served as CEO of Wipro until 2006 and then left along with a large number of senior Spectramind resources to start a new venture called Quattro. Tell me about this latest adventure.

**R:** Quattro is a manifestation of what we did in our first three adventures. We took the theme of "beyond the existing," where we said we practically created this industry. From what we've already done, we will try to take this industry to the next level and try to do newer things, demonstrating what can be possible and feasible for this industry.

**P:** Do you ever pause to look back at the impact you've had?

**R:** At times I look back and realize how many families I've touched and the impact that has been made. We did an analysis and found that for every one job, 4.5 indirect jobs are created so those are jobs as staff employed in our employees' homes, maids, drivers, employees who work in our cafeteria, clean the office and so on.

It manifests itself in many different shapes and forms. About 7 to 8 years ago, I was leaving the office at about 2:30 a.m. and the driver who was providing the ride home told me he already knew where I lived. I asked how he knew where my house was.

He told me his story of growing up in an orphan community and learning to drive. Our company had a program that would provide loans for drivers after one year to let them buy their own vehicles. After two years, he owned five vehicles and his wife and two children lived with a lot more respect than he had as a child.

He said one weekend he took his family to see my

**“Where you are able to make an impact to the lives of people and lift their standards of living can be fascinating. There is nothing more fulfilling.”**



home and the office just because of the impact I had made on their lives and not even to meet me. He told me he could take me to my house – and he did. When I got home at 3 a.m. in the morning, I called and woke up my head of administration and told him how proud I was of him for creating the driver's entrepreneur program.

**P:** What are you most proud of?

**R:** There is a different world in the developing countries like India with the poverty and what we tackle. Where you are able to make an impact to the lives of people and lift their standards of living can be fascinating. There is nothing more fulfilling. People tell me that's why you are called "The Father" because you only think of good things for all the children.

**P:** Who are your role models?

**R:** I like Gandhi as a leader. With a bamboo stick and a little lion cloth, that person moved a country. He had no title, no designation and no reporting relationships. He couldn't fire people if they didn't listen to him and he couldn't hire people. He couldn't do anything but he moved a nation. I'm a big fan of leadership, not leadership by title or designation just because I can hire or fire you – but true leadership where you can inspire people. Other role models for me are Bill Gates, Michael Dell and N. R. Narayana Murthy, Co-Founder and Chairman Emeritus Infosys, and Azim Premji, Philanthropist and Chairman of Wipro Limited. These people had ideas of where they could take it. They saw a lot of hurdles and a lot of issues but they didn't give up and held their heads high because they had a belief and a faith and an ability to overcome those issues.



**“I am having a blast. I look forward to coming to work on Mondays because I am having so much fun.”**



**P:** What advice can you provide to young start-up companies and individuals entering the outsourcing profession?

**R:** A lot of people see what one has accomplished but they forget the amount of hard work that it took – the number of times you fell down and you were on your knees, bruised and cut. It is very easy to talk of the success. It is more difficult to talk about the things that were not right. It is not just the tough times. It is the shared humiliation by the superiors because they thought India would never work as a location. It is the fact that we checked and rechecked every transaction before it went back to the U.S. because the option of making an error in the early days wasn't there. My advice to people is success without hard work only comes in fairy tales and stories. There's a lot of hard work and a lot of grunt work. People who don't do the hard work won't necessarily succeed. You have to have a balanced mind, and the ability to take the success and the things that don't work and stand up and take a deep breath and get back to working hard all over again.

**P:** What does it take to be an entrepreneur?

**R:** Entrepreneurs, by and large, are looney. Even during my corporate days, my team used to say “can we please tie Raman's hands before he goes into a management meeting” because when a project came up and no one was raising their hands to take it on, I was the guy who would raise my hand and take it on, and the team would be stuck with a project that they thought was impossible. Eventually we would deliver but it would be a lot of hard work. Entrepreneurs are looney. Entrepreneurs are risk takers. We will take risks because it sounds exciting, it sounds sexy and it sounds like something worthwhile. Entrepreneurs can not come into existence without the support of the family. You find a lot of people to celebrate good times with. If you are lucky, you get success one third of the times. Two thirds of the times, things will fail and you will be down and out. If you don't have the support of family, you can't convert those bits into successes.

**P:** What big changes have you seen in outsourcing over the past 20 years?

**R:** One very fundamental change is that India was recognized as a potential location for remote processing. We've made offshoring a top line issue in the U.S. with the realization that there can be services from India. In my early days at GE, I used to go around with an inflatable globe (like a blow up football) to actually show my poten-



tial customers where India was and where they were in NY, or San Francisco or Chicago and where India was. They had no clue. Many of my target customers didn't have passports and had never been outside the U.S. They thought the world was the United States and everyone worked like the United States does. Today these things are now taken for granted. You don't have to validate. You don't have to carry a globe to show where India is. You don't have to say we understand technology or we have technological capabilities. It's a big step from what was rule-based processing to today involving problem solving and decision making.

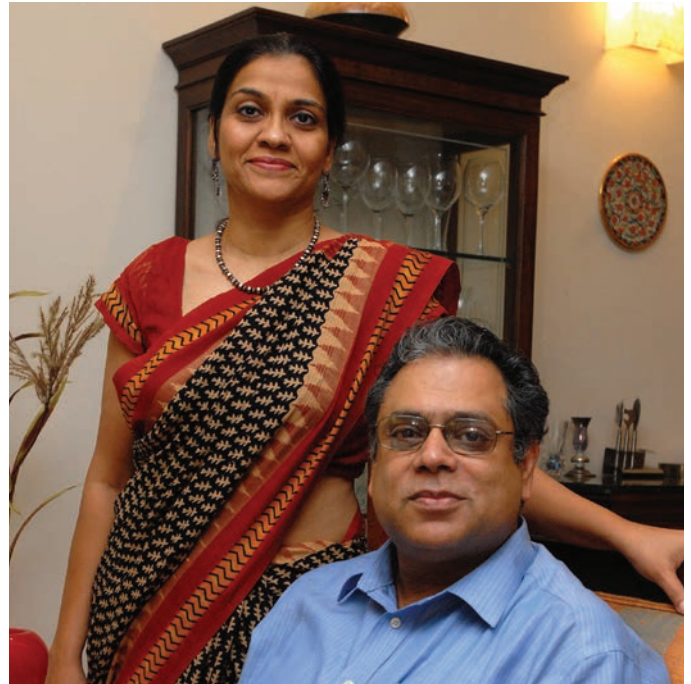
**P:** What does the future look like?

**R:** Outsourcing is now part of the DNA. There are industries that can't operate at the same level of efficiency, efficacy or profitability but for outsourcing. Let's take the example of healthcare. With ObamaCare and ICD-10 (the 10th revision of the International Statistical Classification of Diseases and Related Health Problems) coming in, there is no way the providers of healthcare can manage to meet all the needs, without using offshoring as a component of what they do because they don't have the manpower or the skill sets. In terms of the future, we are an intrinsic part of what is delivered. The skills and knowledge levels are being upgraded. What used to be a big effort to train and skill people is now becoming a plug and play. That plug and play is an integral part of the services side – whether customer service or financial products services.

Today, offshoring comprises less than 20 percent of the total services but the ability to grow it to 40 to 50 percent is huge. SMAC (Social Media, Analytics & Cloud) will play a big role. SMAC will be like outsourcing on steroids. We are very excited about it. We think it is a bottomless pit. There is a lot that can be done.

**P:** What's next – what haven't you accomplished that you still want to do?

**R:** We have barely penetrated into what is possible. Right now, at Quattro, we are taking offshoring to the mid-market. Of the \$14 billion market, 92 percent of that caters to the Fortune 500 customers. If you look at total revenue size of the number of people employed, the mid-market is larger. At Spectramind, we had 18,000 employees and 31 customers. Today, at Quattro we have more than 14,000 customers. We think it's possible to take that to 25,000 to 50,000 customers. There are 8,000 financial institutions that issue Mastercard and Visa cards but no more than 100 today leverage offshoring.



**P:** What are your hobbies?

**R:** We are having so much fun – it is almost obscene how much fun we are having. One of my colleagues once said he loved his work so much he didn't need a hobby. I am having a blast. I look forward to coming to work on Mondays because I am having so much fun.

**P:** Congratulations on being inducted into the Outsourcing Hall of Fame at the 2013 Asia Pacific Outsourcing Summit. You join two other noted Indian business leaders N.R. Narayana Murthy, Founder, Chairman of the Board & Chief Mentor of Infosys, and Nandan M. Nilekani, Co-Founder & Co-Chairman of the Board Infosys. Describe that honor?

**R:** It really is the ultimate because it is your peer group and people you respect. Being in the company of the others inducted was an honor and truly humbling. I know N.R. Narayana Murthy and Nandan Nilekani. I've never directly worked with them but have interacted with them on various industry forums and platforms.

**P:** What are your favorite reading materials?

**R:** I like to read about risk takers and their successes and failures. It's enriching and teaches you.

**P:** What are your favorite foods?

**R:** I am a foodie. I love my food. I love to experiment. My wife orders the standard things on the menu. I go and order something I can't pronounce and I never heard of it. I like an Italian restaurant, Lukas, in Edison, New Jersey that is single-owner run that we discovered by accident. It has the most amazing food and you bring your own bottle of wine. When my team and I are in NY and have no customer dinner commitments, we go there.

# WELCOME



## NEW MEMBERS

IAOP is pleased to welcome new and renewing corporate and professional members from:

Accenture; Aegis; Allstate; Assurant Services; CACIB; CBRE; CDPHP; CGI; Delhaize Group; Deloitte; Deluxe Corporation; Freescale Semiconductor; GE; Genesis10; H3G; HCL; IAG; Infosys; Intel; Johnson & Johnson; KellyOCG; KelTrust Systems Inc.; Kimberly-Clark; McKesson; Merck & Co.; Missouri Partnership; National Bank of Canada; Neusoft; Northwestern Mutual; Orange Business Services; Ordina; Pactera; PwC; RAI Services Co; Randstad Sourceright; Rio Tinto; Schneider Electric; Sharp Edge Networks; SirionLabs; Spansion; Sykes; ThyssenKrupp IT Services GmbH; Union Bank; Unisys; University of Massachusetts, Boston; Virtual Operations LLC; Vodafone; Vubiquity; Washington Gas; Waverly Software; Willis; Wipro; and WNS.

For information on IAOP membership, click [here](#) or email [sales@iaop.org](mailto:sales@iaop.org)

## JOIN WITH THE INDUSTRY LEADERS

Membership in IAOP provides access to an extensive array of services, and just as importantly distinguishes organizations and professionals as leaders in the field of outsourcing.

### •Customer Corporate Membership

– 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.

### •Provider/Advisor Corporate

**Membership** – Outsourcing service providers and advisory firms should join IAOP as Provider/Advisor Corporate Members. This membership provides the same organization-wide access to IAOP's research, training, certification, and networking programs as Customer Corporate Membership, but also includes member-only sponsorship opportunities that serve the marketing and business development needs of these companies.

### •Professional Membership –

Professional Membership is available to individuals either as part of their company's corporate membership or on an individual basis. This membership serves the needs of practitioners working in the field of outsourcing whether as customers, providers, or advisors. In addition, it provides these professionals with direct, personal access to association services.

## MEMBER SERVICES

Many of these services are included as part of IAOP's Professional or Corporate Membership, with discounts available for use beyond the level provided. Some services are also available individually at non-member rates. These include:

•**Pulse Magazine** – Available bi-monthly online, our e-zine features in-depth coverage of the industry, issues, trends, geographies and vertical sectors and functions; thought leadership and case studies, probing Q&As, C-level interviews and profiles; as well



### Special Professional Membership Offer

**Readers of PULSE can receive 10 percent off of standard membership rate of \$345. Go to: [www.IAOP.org/PMregistration](http://www.IAOP.org/PMregistration) and enter offer code IAOP-PM-0412.**

as exclusive and insider coverage of IAOP events, programs, awards, research, training and certifications and surveys. Members get a free subscription, advertising discounts as well as the opportunity to submit content.

### •IAOP's Knowledge Center, [Firmbuilder.com](http://Firmbuilder.com)

– IAOP's online repository houses more than 1,000 articles, including chapter meeting presentations, conference proceedings, industry whitepapers, research articles and more. Members have full access.

•**Global Chapter Network** – Through its active and expansive chapter network, IAOP members can share their expertise and find knowledge on best practices for specific industry segments, topics and geographic areas within outsourcing. Access to any

and all chapter meetings is included in IAOP membership.

•**Conferences & Events** – IAOP hosts the world's best-known and most highly-respected executive conferences on the topic of outsourcing, including The Outsourcing World Summit.® Become a member and attend at a discount.

### •Outsourcing Professional Certification Frameworks (OPCF)

IAOP's trainings and certifications are the industry's de facto. Whether you are interested in getting educated through the COP Master Class or becoming a Certified Outsourcing Professional (COP), there is a path that suits your needs. Members receive substantial discounts.

•**Value Health Check Survey** This Web-based diagnostic tool provides outsourcing customers and service providers with rapid insights to realizing outsourcing value. Corporate members receive a free survey.

### •Global Supply Risk Monitor –

A unique Web-based product that enables clients to monitor, predict and manage the various risks in their services supply chain across countries, cities and suppliers, in real-time. Corporate Members receive one free monitoring service.

### •BestOutsourcingJobs.com –

Companies seeking the best talent for outsourcing jobs, as well as professionals looking for employment opportunities, will benefit from this IAOP member service. Corporate Members receive free job postings.

**For more detailed information on membership and member services, visit [www.IAOP.org/MemberServices](http://www.IAOP.org/MemberServices)**





## 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](mailto:pam.odell@iaop.org).

## risk (rĭsk) n.

1. The possibility of suffering harm or loss; danger
2. A factor, thing, element, or course involving uncertain danger; a hazard
3. The danger or probability of loss to an insurer
4. The variability of returns from an investment
5. One considered with respect to the possibility of loss

**Risk – a four-letter word that is the very last thing you want in any outsourcing relationship.** One of the most pressing concerns for companies engaged in outsourcing is to alleviate risk wherever possible – and Certified Outsourcing Professionals can help do that.

Dear Colleagues:

An outsourcing customer who is a COP told us they use our COP standards to benchmark the requirement for experience. “This emphasis on the experience of the candidate not only helps to guarantee a high level of competence in the outsourcing field, but also guarantees a Certified Outsourcing Professional will give an organization a much better chance for success in its outsourcing initiative,” the customer said.

Moreover, COP customers tell us the “COP certification process allows the necessary structure and standards for the outsourcing profession that are necessary in today’s economic conditions that will reduce the client’s risks in undertaking an outsourcing initiative.”

Whether you are a customer, provider or advisor of outsourcing services, risk avoidance is essential to having good governance.

A reference article on governance by IAOP Chief Advisor Thought Leadership Jag Dalal in the OPBOK states: “The entire issue of managing risks in outsourcing has become an important issue in recent times. In fact, we believe more and more outsourcing decisions – selection of providers or destination country – are driven by the risk profile rather than just the direct benefits of outsourcing. Significant issues, such as data security, privacy of information and a vigilant monitoring of the outsourced activities, are driving risk management. Any governance process that does not include stringent risk management monitoring cannot be judged as adequate in today’s environment. Risk management in an offshore engagement has additional challenges brought about by the distance, different socio-economic environment and changing political landscape.”

The very definition of a COP is a professional who must be able to demonstrate both the experience and knowledge needed to design, implement and manage outsourcing initiatives with a high probability of achieving the organization’s intended outcomes. And, having COP trained and certified people at all ends of the deal will help get you those intended outcomes.

Best regards,  
Pamela O’Dell

# MEET THE NEWEST DESIGNATION HOLDERS



## COP

**Gina Argonish**  
Associate Director,  
Bristol-Myers Squibb

**Jeffrey Garvin**  
Director, KellyOCG

**Carlos Hernandez**  
Partner, Avasant

**David Tipple**  
Senior Managing  
Director, CBRE

## COP-GOV

**Bernard Truong**  
Director,  
National Bank of Canada

# TRAINING CALENDAR

## COP MASTER CLASS ONLY 5/20-22

Training Facility of IGov Academy  
San Jose, Costa Rica



© iStockphoto / iStockphoto

## 11/5-7

Quint Wellington Redwood Offices  
The Netherlands

## COP MASTER CLASS AND GOVERNANCE WORKSHOP

## 6/23-26

Kingbridge Conference Center  
Toronto, Ontario

## 11/15-18

Inverness Hotel & Conference Center  
Denver, Colorado



The calendar is frequently updated. To stay current, check IAOP's website for details at [www.iaop.org/calendar](http://www.iaop.org/calendar). COPs, remember, attending IAOP chapter meetings and events qualify as Continuing Education Hours for COP recertification.

## GEORGIA MASTER CLASS

IAOP held its first COP Master Class and Outsourcing Governance Workshop of 2014 in March in Atlanta, Georgia. The setting of the four-day training was the Dolce Atlanta-Peachtree Hotel and Conference Center. With participants coming from North America, Europe and Central America, it truly was a global class full of discussion, knowledge sharing and educational content.



# COPS ARE SUMMIT VIPS



© IAOP - The 2014 Outsourcing World Summit

As recognition of the increasingly important role the nearly 500 Certified Outsourcing Professionals globally play to the success of IAOP as an association, IAOP gave them the VIP treatment at The 2014 Outsourcing World Summit.

The relevance of COPS was never more evident than at the Summit. COPS headlined as both main session presenters and served as breakout track chairs and panel speakers at the event in Orlando, Fla. They also dominated the IAOP committees, chapter leadership and various award program judging panels.

IAOP's Corporate and Professional Development team, consisting of Director Pam O'Dell, Manager Courtney Giardina and COP coordinator Dana Corbett, worked with IAOP CEO Debi Hamill to go the extra mile for COPS at the Summit.

From the start of the Summit, COPS could skip the line and register in a special "speed track" lane for COPS only. COPS were given mention at the Tuesday Award Luncheon gala, along with their fellow Outsourcing Hall of Fame inductees, and were treated as special guests at a reception hosted by IAOP.

"As the number of COPS globally grows, so does the special networking relationship enjoyed by COPS all over the world," Hamill said. "They are a tight-knit group that continues to deliver extraordinary support to IAOP and its members."

**To learn more or sign up, contact Courtney Giardina at [Courtney.giardina@iaop.org](mailto:Courtney.giardina@iaop.org).**

## COP Mentors Provide Application Support

Based on feedback of COPS and COP candidates, IAOP is initiating a COP Mentoring Program particularly to help applicants bench mark real-life experience project mappings against the IAOP COP Standards.

Now in a pilot phase, the program replaces the post-submission review by COP reviewers with a concurrent review by the COP Mentor prior to the candidate submitting the application to IAOP.

**Who can be a mentor:** COPS and qualified reviewers.

**Who is the matchmaker:** IAOP. When starting the application process, IAOP staff will introduce the COP candidate to a COP Mentor they can choose to work with. The program is voluntary.

**How do mentors help:** They provide valuable insights and educational support based on their own experience having gone through the COP application process. Plus, mentors are cheerleaders, providing encouragement to candidates to complete experience mapping, knowledge documentation and taking the exam in a timely manner. They also can help the newly certified professionals get active with IAOP.

**What specific areas can they help with:** Mentors will work closely with the COP candidate to answer any industry-related questions and provide in-depth understanding of the COP standards and concepts in the Outsourcing Professional Body of Knowledge (OPBOK) or Code of Ethics.

**Who Benefits:** The candidate, mentor and industry all benefit. Applicants will be better able to leverage the knowledge gained and meet COPS. Mentors can earn Continuing Education hours by volunteering their time and assistance. The outsourcing industry gains by having a stronger global COP network.



# COP ACCREDITATION

## Accenture Internal BPO Training Gains COP Accreditation

IAOP has reviewed and approved Accenture's BPO Service Delivery Operations (SDO) Essentials training course for 25 points towards COP certification.

Developed and given by Accenture to its employees, the goal of the course is to ensure SDO Delivery Management can put into action the right resources, tools and processes to run their operations efficiently and effectively. It also covers the role of Accenture SDO Leads and Managers in a contracts lifecycle (Solution Development, Mobilization and Run) and in developing a mature operation.

The BPO SDO Essentials Workshop is classroom-based and delivered over two days. Additionally, there are six separate Web-based/eLearning courses that are a pre-requisite to taking the face-to-face class. The course uses realistic delivery-scenarios to practice the knowledge learned in the SDO Essentials online courses, provides the opportunity to discuss challenges and decisions face-to-face with senior SDO Lead faculty and peers, and develops action plans to make improvements to their current operations.

Candidates for the COP program who successfully complete the BPO SDO Essentials course may designate 25 points up to the 100 allowed for Knowledge and Training in the COP application.



## COP Bridge Participation

Like Accenture, organizations can seek course accreditation as COP Bridge Participants. These organizations have one or more courses, educational conferences or training programs approved by IAOP for inclusion in the Outsourcing Professional Course Catalog.

Bridge Participant course content has been reviewed in detail and allotted credit based on its coverage of IAOP's Outsourcing Professional Standards as defined in IAOP's Outsourcing Professional Body of Knowledge (OPBOK). Benefits of participation include:

- the opportunity to publicize your organization as a COP Bridge Participant, including posting IAOP-approved program details in your catalog or promotional collateral
- placement of the Bridge Program logo next to all mentions of approved courses in your catalog or promotional collateral
- posting course details in the Outsourcing Professional Course Catalog viewed by thousands of potential and current COPs
- an electronic link from the Outsourcing Professional Course Catalog directly to the approved course listing and description
- a link from each approved course listing on the participants Web site directly to the IAOP home page

To learn more or sign up, contact Courtney Giardina at [Courtney.giardina@iaop.org](mailto:Courtney.giardina@iaop.org).

# CHAPTER ROUND UP

## CHAPTER MEETINGS AND EVENTS

### CALENDAR

#### MAY / JUNE 2014

**May 21** – Nordic Chapter Meeting: Join us for the Battle of the Bands. The Winner of the Intergalactic Outsourcing Visionary will be crowned.

**June 19** – Governance/Financial Services Webinar

**June 19** – New West Africa Chapter Launch, meeting in Nigeria

**June 23** – New West Africa Chapter Launch, meeting in Ghana

*IAOP also offers complimentary Associate Membership which allows you to attend a chapter meeting as our guest and access select online resources. Create your Associate Membership now and then register online for the chapter meeting of your choice. Go to [www.IAOP.org/chapters](http://www.IAOP.org/chapters) for more information and to register.*

## NORCAL CHAPTER MEETS >

Outsourcing experts representing key outsourcing sectors in technology, healthcare, travel/hospitality, financial services and government shared their personal insights and predictions about the future at the NorCal Chapter meeting.

Leaders from customer, provider and advisor organizations, plus academia and government, explored the future of outsourcing in key sectors of importance to the San Francisco Bay area at the IAOP NorCal Chapter on April 24. IAOP's Global Ambassador Matt Shocklee also presented the latest IAOP Research results as well as insights and contributions from the recent 2014 Outsourcing World Summit.

The chapter is chaired by Blue Shield of California, CGI, Capgemini, Cooley LLP, Hotwire, Kirkland & Ellis LLP, Deloitte Consulting and Wells Fargo.

**The next meeting will be held Sept. 18 with the Tools & Technology Innovation Chapter at Cooley, LLP in Palo Alto.**

## COMING SOON TO IAOP'S CHAPTER NETWORK ...

### LOOK FOR THESE TWO CHAPTERS BEING LAUNCHED THIS YEAR.

#### DOMESTIC SOURCING CHAPTER

**Chapter Leadership:** Sprint, Catalyst IT, Rural Sourcing Inc. Missouri Partnership and North Dakota Department of Commerce

**Upcoming events:** A kick-off event is being planned with the Midwest chapter this summer.

**Who's it for:** Outsourcing customers, providers and advisors interested in domestic sourcing.

**Why you should get involved:** The chapter will provide a Global Forum for IAOP members to discuss, debate and explore the issues and opportunities associated with Domestic Sourcing; share experiences and best practices in Domestic Sourcing; perform IAOP member sponsorship research on the topic of Domestic Sourcing and related topics; and provide an environment for individuals and organizations interested in Domestic Sourcing to network and build a community of interest on the subject.

#### HEALTHCARE INDUSTRY CHAPTER

**Chapter Chair:** Chris Long, ClearTurn Consulting, Inc. The chapter leadership will include members from healthcare payers HCSC, Cigna and Humana; healthcare providers; outsourcing providers StarTek, HGS, HCL, GenPact, and L&T Infotech; and academia, Fuqua School of Business, Duke University, among others.

**Upcoming Events:** Quarterly meetings, Webinars, meetings with other IAOP chapters, research into healthcare outsourcing trends and presentations at Outsourcing World Summit events are planned

**Who's it for:** The Healthcare Industry Chapter includes those organizations that finance and deliver healthcare and the outsourcing providers and advisors that serve them as well as academia.

**Why you should get involved:** The Healthcare Chapter will serve as a forum for IAOP members to understand the current outsourcing market, future trends and unique outsourcing needs in the healthcare industry. It will provide thought leadership and help address key issues that face the success of outsourcing in the healthcare industry, and provide a forum for members to share experiences, best practices, requirements and/or common issues and concerns in order to improve the outcome of outsourcing in healthcare.

**For more on outsourcing in the healthcare industry, see story on the insurance vertical sector.**

# PULSE FLASH

**NORCAL CHAPTER**



**THE NORCAL CHAPTER MEETING.** FROM LEFT TO RIGHT: ROMAN KAPLUN, DIRECTOR, HOTWIRE; CHRIS LONG, PRESIDENT, CLEARTURN CONSULTING, INC.; GAURAV GARG, CIO/MIS HEAD, CITY OF SANTA CLARA; MATT KARLYN, PARTNER, COOLEY LLP; AND ERIC W. BUDGIN, VP BUSINESS INITIATIVES, WELLS FARGO.





COMING NEXT IN

# PULSE

---

GLOBAL OUTSOURCING 100

AND WORLD'S BEST OUTSOURCING ADVISORS

ASIA-PACIFIC OUTSOURCING SUMMIT PREVIEW

MIDDLE EAST HOT SPOT

WORKPLACE OF THE FUTURE

---

Pulse blog } [iaoppulseblog.blogspot.com](http://iaoppulseblog.blogspot.com)