

FAO Today

FINANCE & ACCOUNTING OUTSOURCING

2007 Superstars

They are the practice leaders helping to shape the outsourced F&A market as we know it today—73 buyers, providers, and advisors who are the 2007 Superstars of this global business. Each has helped to make FAO what it is today: a thriving industry that's helping organizations everywhere reign in their back-office F&A costs, simplify compliance requirements, and allowed CFOs to focus on strategic issues.

This is the third year in which *FAO Today* has compiled its list of Superstars, all of whom have pioneered the market. Buyers such as BP's Russell Taruscio, one of the earliest FAO practitioners, and Jake Farkas of Trinity Industries, who has actively spread the gospel about FAO, set examples of how outsourcing can benefit world-class enterprises. Others such as Genpact's Tiger Tyagarajan and Accenture's Kevin Campbell are leading the provider revolution, stringing together key acquisitions, investing in critical resources, and helping the uninitiated CFOs envision FAO's potential in their own organizations. Let's not forget about the key advisors and consultants, whose role is to facilitate and shorten the vetting process while overseeing implementation and offering benchmarks.

While *FAO Today* made the final selections to this list, we also solicited the input of the industry's brightest insiders, so their aid should not go unacknowledged. If someone you feel was omitted from this list, we encourage your feedback so that next year's group is even more comprehensive and inclusive.

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The leading FAO service providers committed to improving standards for the industry.



superstars
FAO Users/Buyers

If the buyers recognized in this year's group of Superstars hadn't had the courage, conviction, and persistence to outsource their F&A processes, there wouldn't be much of an FAO industry today. But thanks to their foresight and comprehension of what it takes to vault their organizations to another stratosphere, they have ensured their companies' outsourcing success. They also deserve recognition for their feedback on how to make FAO work, despite the rough patches.

SUPERSTAR	TITLE	COMPANY	INDUSTRY
Garen Azoyan	Director, Finance and Information Systems, Asia-Pacific	Sodexo	Services
Jeff Baer	Managing Director and Global Head of Sourcing and CRES (Corporate Real Estate Services)	Deutsche Bank AG	Financial Services
George E. Bryan	Vice President, Financial Services	Office Depot, Inc.	Retail
François Degueudre	Finance Director, Delphi Europe, Middle-East, and Africa	Delphi	Tech & Telecom
Alan Eilles	VP, Group Financial Infrastructure	BP plc	Utilities
Jake Farkas	Director Financial & Accounting Business Process Outsourcing	Trinity Industries	Utilities
Rajesh Garg	Director, Global Strategy & BPO Delivery, Cadbury Schweppes Business Services	Cadbury Schweppes plc	Manufacturing
Alisha Griffin	Assistant Director, Office of Child Support Services	State of NJ	Government
Sanjay Gupta	Director and Senior Vice President, Strategic Initiatives	Wachovia Corporation	Financial Services
John Hall	American Standard Business Services Director	American Standard Europe BVBA	Manufacturing
Jay Hughes	Vice President & Controller	Unilever United States	Consumer Goods
Sameer Jalundhwala	Head of Global SSC Development	Orange Business Services	Tech & Telecom
Michael R. Koontz	Senior Vice President	Wachovia Bank N.A.	Financial Services
Steve Malcolm	Chairman, President, and CEO	Williams	Utilities
Stephen Nolan	CFO	Adecco	Financial Services
Filippo Passerini	Chief Information and Global Services Officer	P&G	Manufacturing
Zarin Patel	Group Finance Director	BBC	Media
Trish Pekeles	Director of Strategy, Partnerships & Procurement	BC Hydro	Utilities
Len R. Rinaldi	CFO and Chief Business Officer	Alcatel-Lucent	Tech & Telecom
Graham Russell	Vice President of Finance	Orange Business Services	Tech & Telecom
Russell J. Taruscio	FC&A Procurement Director	British Petroleum	Utilities
Mark Thompson	Director General	BBC	Media
Rick Thorpe	Minister of Small Business and Revenue	British Columbia	Government
Rajinish Virmani	CEO, Aviva Global Services	Aviva	Services
Tom Waller	Head of Global Procurement & PMO—F&A Outsourcing	Electronic Arts	Tech & Telecom

2007 FAO SUPERSTARS: Users/Buyers



Garen Azoyan
Director, Finance and Information Systems,
Asia-Pacific, Sodexo

With a presence in 72 countries, this catering company awarded its provider with a multi-million-dollar, long-term contract which includes business consulting, e-business hosting, and a support services contract for its financial and accounting systems and the migration of its SAP infrastructure to an e-business hosting environment.



Jeff Baer
Managing Director and Global Head of Sourcing and
CRES (Corporate Real Estate Services)
Deutsche Bank AG

The early-2004 agreement covers the outsourcing of corporate purchasing and AP services. Accenture manages the entire procure-to-pay process, while Deutsche Bank retains responsibility over supplier selection and relationships, as well as approvals and authorizations for purchasing activities and payment. Baer is responsible for reengineering and outsourcing core elements of the associated processes for managing spending with third-party vendors.



George E. Bryan
Vice President, Financial Services, Office Depot, Inc.

Leaders in transformational FAO when they outsourced to resource their AP workflow four years ago. Recently extended and expanded the scope of contract and term by seven years.



François Degueudre
Finance Director, Delphi Europe, Middle-East and
Africa, Delphi

Six years and still going, the FAO program covers the company's operations in six European countries with efficiencies that include the amount of unallocated cash being reduced by 75 percent and the number of invoices paid on time increasing by 10 percent. In 2003, the error rate on invoice processing was 0.3 percent, and the percentage of accounts reconciled increased from 50 percent to 80 percent. The deal has a culture of continuous improvement of the company's processes.



Alan Eilles
VP Group Financial Infrastructure, BP plc

The grandfather of FAO, having overseen the first ever deal for BP with Accenture in 1991 and successfully managed this more than five transitions for the past 16 years.



Jake Farkas
Director Financial & Accounting Business Process
Outsourcing, Trinity Industries

Trinity Industries has taken the unusual step of outsourcing virtually all of its accounting functions. From simple processes to accounting, consolidation, and SEC reporting, the step is a rarity for public companies of Trinity's size. Farkas is a strong proponent of outsourcing and serves as a model of what can be accomplished.



Rajesh Garg
Director, Global Strategy & BPO Delivery, Cadbury
Schweppes Business Services, Cadbury Schweppes plc

For recognizing how sweet FAO would be for Cadbury Schweppes.



Alisha Griffin
Assistant Director, Office of Child Support Services
State of NJ

The N.J. Department of Human Services selected ACS to provide receipting, processing, and imaging of more than 4.5 million child support payments annually, including printing bills and notices and providing customer service. The three-year contract has two, one-year options and is valued at approximately \$27 million. ACS is also providing a full-service debit card system. More than 120,000 custodial parents will be able to receive child support payments more securely and quickly than in the past.



Sanjay Gupta, Director & Senior Vice President,
Strategic Initiatives, Wachovia Corporation

Leads Wachovia's outsourcing/offshoring strategy and governance efforts on an enterprise-wide basis, a very big job.



John Hall
American Standard Business Services Director
American Standard Europe BVBA

Shared-services grandmaster now managing global delivery in an FAO environment.



Jay Hughes
Vice President & Controller, Unilever United States

The dynamic driver behind Unilever's successful relationship with IBM.



Sameer Jalundhwala
Head of Global SSC Development
Orange Business Services

Europe's new FAO buyer rock star. See him on the speaking circuit everywhere!



Michael R. Koontz
Senior Vice President, Wachovia Bank N.A.

BPO thought-leader taking the virtual captive model to the next level.



Steve Malcolm
Chairman, President, and CEO, Williams

A 7.5-year agreement valued at approximately \$320 million, the deal was signed by Williams and IBM in 2004. It involves a shift of Williams' accounting, finance, HR, and IT processes to IBM—including accounts payable, fixed assets, general accounting, payroll, compensation, and benefits administration. Williams' was interested in quickly reducing costs and improving support operations while maintaining a high quality of service.



Stephen Nolan
CFO, Adecco

The recruitment process outsourcer and employee placement giant is not afraid of practicing what it preaches by outsourcing AP to SourceNet.



Filippo Passerini
Chief Information and Global Services Officer, P&G

Moved from shared-services model to AP outsourcing with HP.



Zarin Patel
Group Finance Director, BBC

Demonstrated that he is prepared to take bold moves by outsourcing F&A and at the same time maintaining the highest quality of delivery service.



Trish Pekeles
Director of Strategy, Partnerships & Procurement
BC Hydro

Trish gets kudos for taking the bundled outsourcing approach to outsourcing. When asked if she would do it again, the answer was indeed she would.



Len R. Rinaldi
CFO and Chief Business Officer, Alcatel-Lucent

Leader of the FAO Pack, Rinaldi led the outsourcing of Lucent's AR and improved efficiencies. Invoices collected within terms improved by 53 percent as a result. He strategically leveraged outsourcing to successfully steer major restructuring and redesign of business.



Graham Russell
Vice President of Finance, Orange Business Services

Masterminded one of the most successful transitions of 2006.



Russell J. Taruscio
FC&A Procurement Director, British Petroleum

BP breaks ground in BPO with one of the largest FAO contracts that continues to be fueled.



Mark Thompson
Director General, BBC

Having saved close to £68M through FAO, Thompson seeks continued savings and increased FAO scope. He is a believer in doing what's right for the company and its clients (the BBC audience) as opposed to what's politically convenient.



Rick Thorpe
Minister of Small Business and Revenue,
British Columbia

Thorpe's FAO project will streamline and simplify customer service, enhance personal privacy protections, and provide net financial benefits worth \$382 million to the province during the next 10 years.



Rajinish Virmani
CEO, Aviva Global Services, Aviva

For his commitment to grow in India and provide world-class services to its insurance clients.



Tom Waller
Head of Global Procurement & PMO—F&A
Outsourcing, Electronic Arts

For entertaining and implementing FAO and directing and producing the FAO game in his organization.



superstars

FAO Advisors

In a market yet to hit its teenage year, advisors and consultants are the neutral professionals you call on to separate the wheat from the chaff. After all, there is still a lot of market hype and unsubstantiated claims being circulated, and to the unexperienced, unearthing the truth can be hard work. That's why this group of consultants and advisors may be the first to call when it's time to outsource. They will help measure and benchmark internal performance, help select the right vendors, and even aid in the transition. Sourcing advisors have become an indispensable part of many outsourcing agreements.

SUPERSTAR	TITLE	COMPANY
Peter Bendor-Samuel	CEO, Founder	Everest Group
Frank Casale	Founder, CEO	The Outsourcing Institute
Ravi Aron	Assistant Professor—Information and Operations Management	Marshall School of Business, University of Southern California
Mark F. Dzialga	Managing Director	General Atlantic
Phillip Fersht	Vice President & BPO Group Lead	Everest Research Institute
Charles Foster (Chaz)	Partner—Innovation	TPI
Mark Hodges	Executive Director, Corporate Development	EquaTerra
Karen M. Ikeda	Partner, Global Finance and Accounting Practice Leader	TPI
Michel Janssen	Managing Director	Hackett Group
Dennis McGuire	Chairman	TPI
Lisa Maio Ross	Chief Executive Officer	FAO Research
Paul Roy	Partner	Mayer, Brown, Rowe & Maw LLP
Jane Siegel	Director Carnegie Mellon IT Services Center	Carnegie Mellon
Lisa Stone	VP and Research Director	Gartner Sourcing
Richard R. Tinervin	Founder and Managing Partner	Tinervin Advisors
Mark Toon	CEO	EquaTerra
Ben Trowbridge	CEO and President	Alsbridge
Joe Vales	Senior Partner	Vales Consulting Group
Akiba Stern & John Funk	Partners-Business and Finance	Morgan, Lewis and Bockius
Atul Vashistha	CEO	neolT
Avinash Vashistha	Chairman and CEO	Tholons
John Willmott	CEO	Nelson Hall



Peter Bendor-Samuel
Founder and CEO, Everest Group

The man who made the outsourcing mountain model famous, Bendor-Samuel's thought leadership and expertise span more than two decades of developing significant, large-scale outsourcing and partnering solutions. He is the recipient of the 2001 Outsourcing World Achievement Award and the author of "Turning Lead Into Gold: The Demystification of Outsourcing," a book that highlights how buyers and service providers can construct enduring, win-win relationships.



Frank Casale
Founder, CEO, The Outsourcing Institute

Consultant with the best outsourcing URL, (www.outsourcing.com) and his new innovative idea: Intelligence Network.



Ravi Aron
Assistant Professor-Information and Operations Management, Marshall School of Business University of Southern California

Advisor to leading CEOs who performed ground breaking research on impact of offshoring and its economic value.



Mark F. Dzialga
Managing Director, General Atlantic

A visionary who recognizes the value of commercializing shared-services centers and maximizes investments to the fullest.

2007 FAO SUPERSTARS: Advisors



Philip Fersht
Vice President & BPO Group Lead
Everest Research Institute

Superior BPO analyst with the style to match. Widely recognized as the go-to analyst and sourcing advisor in the FAO space, Fersht is also assembling an exclusive Buyers Group of FAO practitioners to help buyers better manage their FAO relationships.



Charles Foster (Chaz)
Partner—Innovation, TPI
F&A sourcing advisor mogul.



Mark Hodges
Executive Director, Corporate Development
EquaTerra

Visionary leader of lifecycle sourcing concept.



Karen M. Ikeda
Partner, Global Finance & Accounting Practice
Leader, TPI

Former Arthur Anderson Partner and thought leader who pioneered the F&A shared-services model for outsourcing.



Michel Janssen
Managing Director, Hackett Group

A combination of rolodex plus top sourcing consultant status plus high-caliber research advisor, Michel a one-of-a-kind super superstar.



Dennis McGuire
Chairman, TPI

The standards setter for sourcing consulting.



Lisa Maio Ross
CEO, FAO Research, Inc.

Heads up the only organization whose sole mission is to track the FAO industry. Has one of the most comprehensive slide decks ever built on the top enterprise FAO providers.



Paul Roy
Partner, Mayer, Brown, Rowe & Maw LLP
The legal advisor shaping the mega deals in BPO.



Jane Siegel
Director Carnegie Mellon IT Services Center
Carnegie Mellon

Led the team that developed the E-Sourcing capability model that will set best practice standards for the ITO and BPO industry.



Lisa Stone
VP and Research Director, Gartner Sourcing

Analyst that big, global buyers turn to when they need someone to identify best practices in FAO.



Richard R. Tinervin
Founder and Managing Partner, Tinervin Advisors

His experience as a senior manager in the institutional wealth management arena brings superior strategic and practical knowledge to the outsourcing industry.



Mark Toon
CEO, EquaTerra

The other visionary leader of the lifecycle sourcing concept.



Ben Trowbridge
CEO and President, Alsbridge

For building one of the fastest-growing sourcing advisory firms on the globe.



Joe Vales
Senior Partner, Vales Consulting Group

The most widely used business development consultant in the IT services industry.



Akiba Stern & John Funk
Partners-Business and Finance
Morgan, Lewis and Bockius

Legal counsels who have negotiated some of the largest BPO deals globally.



Atul Vashistha
CEO, neolT

A master of offshore BPO sourcing consulting, Vashistha is also a wizard at condensing complex outsourcing issues into easy-to-understand talking points.



Avinash Vashistha
Chairman & CEO, Tholons

Acknowledged services globalization guru.



John Willmott
CEO, Nelson Hall

A flair for detail in BPO research and identifying the trends that shape the global BPO market.



superstars

FAO Providers

They've set up the offshore delivery center, figured out how to squeeze every bit of efficiency out of their own processes, and are looking to deliver maximum value to you, the buyer. FAO service providers may be just vendors to your organization, but they often help push the envelope in the FAO market so the end product is constantly delivering additional benefits to your back office. "Build it and they will come" has been a motto many providers live by, and judging by the extraordinary growth in the FAO market, it's one they can safely believe in. Expect more innovative offerings from this group in 2007.

SUPERSTAR	TITLE	COMPANY
Randolph Altschuler & Joseph Sigelman	Co-Presidents	Office Tiger (An RR Donnelley company)
David Andrews	CEO	Xchanging
Dr. Christian Baader	VP BPO Strategy and Market Development	SAP AG
Neeraj Bhargava	Group CEO	WNS Global Services
Jeff Bizzack	CEO	Accenture BPO Services for the Middle Market
Leon Busch	President and CEO	SourceNet Solutions
Kevin Campbell	Group Chief Executive-Outsourcing	Accenture
Art Flew	CEO of Karvy Global Services	Karvy Global Services
Hubert Giraud	CEO-Global BPO Services	Capgemini
Robert Gogel	Group CEO	Liberata
Azim H. Premji	Chairman	Wipro Ltd.
Rohit Kapoor	President and CFO (Founder)	ExlService
Les Mara	Head of BPO Business-EMEA	HP
Gregg Mylett	President	CorporateUnited
Regina Paolillo	Senior Vice President and Business Leader	Genpact
Martin Read	Group Chief Executive	LogicaCMG
Michael J. Salvino	Global Managing Director, Accenture Finance Solutions	Accenture
Marc A. Schantz	President	Becton Schantz
Clarence T. Schmitz	Chairman and CEO	Outsource Partners International, Inc.
Rebecca Scholl	VP of Business Development	Affiliated Computer Services, Inc.
Eric Selvadurai	CEO Enterprise Services	WNS Enterprise Services
R U Srinivas	COO	Caliber Point Business Solutions
Steven J. Stubit	Head of BPO Business-Americas	HP
Tiger Tyagarajan	Executive Vice President	Genpact



Randolph Altschuler & Joseph Sigelman
Co-Presidents, Office Tiger
(An RR Donnelley company)

Been on this list more than once, this time its because they sold their company in April of 2006 for \$250 million to RR Donnelley, Cha Ching!!



David Andrews
CEO, Xchanging

Foresight to enter into a five-year, £250 million procurement partnership with Liberata.

2007 FAO SUPERSTARS: Providers



Dr. Christian Baader
VP BPO Strategy & Market Development, SAP AG
 For developing the industry's most effective vendor support organization.



Neeraj Bhargava
Group CEO, WNS Global Services
 For his keen execution of FAO business strategy and organizational growth leading to extremely successful IPO.



Jeff Bizzack
CEO, Accenture BPO Services for the Middle Market
 Few can match his track record in this highly competitive market, having established and built a technology-driven BPO company from the ground up into a market leader with an outstanding reputation for product innovation, technical excellence, and superior customer service. Knows the power of providing HRO and FAO simultaneously and had the foresight to team up with Accenture.



Leon Busch
President & CEO, SourceNet Solutions
 For the company's commitment to IT solutions, customer service, and operational excellence.



Kevin Campbell
Group Chief Executive-Outsourcing, Accenture
 Major innovator of end-to-end enterprise HR and F&A outsourcing and now in charge of all outsourcing for Accenture. Kevin is an industry mogul.



Art Flew
CEO, Karvy Global Services
 For having the foresight to launch both FAO services in conjunction with its KPO offerings, which the company says offers more value.



Hubert Giraud
CEO-Global BPO Services, Cappgemini
 Selected a Superstar for pioneering the finance and accounting services model for more than 30 key Cappgemini customers, including TXU, Hydro One, Dairy Farm, and International Paper, and for his visionary approach to bundling BPO services.



Robert Gogel
Group CEO, Liberata
 Foresight to enter into five-year, £250 million procurement partnership with Xchanging.



Azim H. Premji
Chairman, Wipro Ltd.
 Under his leadership, Wipro has extended its ITO business to BPO and is a global power house.



Rohit Kapoor
President and CFO (Founder), ExlService
 Founded one of the few pure-play BPOs that focuses on select domains servicing more than 50 clients. Exl is a rising star and one to watch carefully.



Les Mara, Head of BPO Business-EMEA, HP
 FAO thought leaders at the helm of HP's FAO practice across the pond.



Gregg Mylett
President, CorporateUnited
 Founder of the world's leading group purchasing organization serving more than 80 Fortune 1000 firms with sourcing and contract management solutions.



Regina Paolillo
Senior Vice President & Business Leader, Genpact
 One of FAO's most impressive resumes, Regina is a thought leader in revenue cycle outsourcing.



Martin Read
Group Chief Executive, LogicaCMG
 Leads a company with 40,000 employee in 41 countries that is enjoying exceptional growth and has emerged as an innovator in the global ITO and BPO markets.



Michael J. Salvino
Global Managing Director, Accenture Finance Solutions
 Selected by Kevin Campbell to run company's F&A unit, the core of Accenture's BPO business.



Marc A. Schantz
President, Becton Schantz
 Developed a highly superior and unique F&A software package for order to cash and procure to pay in the CPG industry.



Clarence T. Schmitz
Chairman & CEO, Outsource Partners International, Inc.
 For his commitment to providing clients with continuous improvement and offshore innovations for clients such as Cargill and Trinity Industries.



Rebecca Scholl
VP of Business Development, Affiliated Computer Services, Inc.
 Former Gartner BPO analyst whose strategic skills are shaping ACS BPO offerings and future market plans.



Eric Selvadurai
CEO Enterprise Services, WNS Enterprise Services
 Industry specialist with outsourcing experience on all shores.



R U Srinivas
COO, Caliber Point Business Solutions
 For bringing his shared-services center experience from Standard Chartered Bank into an FAO commercialized environment.



Steven J. Stubitz
Head of BPO Business-Americas
 Overseeing one of HP's fastest-growing BPO business units, Stubitz has led the company to sign huge, multinational contracts with well-known brands.



Tiger Tyagarajan
Executive Vice President, Genpact
 Tiger is widely known as one of the leaders who built Genpact to be the power house it has become today.