

FAO Today

FINANCE & ACCOUNTING OUTSOURCING

2008 FAO Superstars

Now in its fourth year, the 2008 FAO Superstars list features the cream of the crop: 27 buyers, 24 advisors and opinion leaders, and 33 providers. Just like the FAO market, our list has grown year over year, maturing like a fine wine. We have included the major players who have been influential in the market as it continues to develop. While it has not experienced the explosive growth seen in previous years, FAO is expected to continue to burgeon, according to Nelson Hall's most recently available BPO Index (3Q 2007).

Nelson-Hall's findings showed that BPO accounted for 36.3 percent of contract value in 2007, closing the gap with information technology outsourcing, which weighed in at 37.1 percent of contract value. That represents a 16 percent increase for BPO compared with its standing in 2006 contracts.

FAO made a good showing, with contract sizes generally on the rise. In addition, FAO holds the promise of increased transformational emphasis this year, according to the experts, moving beyond lift-and-shift models. This year's Superstars are some of the strongest forces driving the growth and the trends that are shaping FAO as it continues to mature.

You have read many of their stories in this magazine—from original research to columns, interviews, and news items. You can also visit our revamped web site, www.FAOToday.com, for more original content and to sign up for our newsletter. For now, enjoy the 2008 FAO Superstars.

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Superstars

FAO Users/Buyers

Where would FAO be without the buyers? These are the people who had the foresight to see how outsourcing F&A could improve their company's bottom lines, the ones who had the courage to drive the concept forward into a bright new future. The 27 FAO users/buyers listed below include both the industry trailblazers and the whiz kids who have jumped on the FAO bandwagon more recently and have been vocal in their support of the concept.

SUPERSTAR	TITLE	COMPANY	INDUSTRY
Garen Azoyan	Director, Finance and Information Systems, Asia-Pacific	Sodexo	Services
This global catering company signed a multimillion-dollar long-term contract that includes business consulting, e-business hosting, and a support services contract for its F&A systems.			
Stuart Beetsom	Co-director F&A	Centrica	Utilities
By outsourcing F&A to EXL while adding 65,000 new gas customers per week, Beetsom managed to save on costs while expanding business.			
Tore Bertilsson	Group CFO	SKF	Manufacturing
Bertilsson banked the Swedish ball-bearing company's F&A future on Capgemini — and won.			
Sam Borghese	CEO	Catalina Restaurant Group	Food
This restaurant professional had the foresight to choose Accenture to outsource F&A, serving up a resounding success.			
George E. Bryan	Vice President, Financial Services	Office Depot, Inc.	Retail
Leaders in transformational FAO when they outsourced to resource their AP workflow five 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	Tech & Telecom
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.			
Alan Eilles	VP Group Financial Infrastructure	BP plc	Energy
The Grandfather of FAO, Eilles oversaw the first deal for BP with Accenture in 1991 and successfully managed this over five transitions for the past 17 years.			
Jake Farkas	Director Financial & Accounting Business Process Outsourcing	Trinity Industries	Manufacturing
Farkas pioneered FAO in manufacturing by picking OPI to handle its F&A functions.			
Rajesh Garg	Director, Global Strategy & BPO Delivery, Cadbury Schweppes Business Services	Cadbury Schweppes plc	Food
Garg deserves kudos for recognizing what a sweet deal FAO would be for Cadbury Schweppes.			
Jay Hughes	Vice President & Controller	Unilever United States	Consumer Products
The dynamic driver behind Unilever's successful relationship with IBM.			
Sameer Jalundhwala	Head of Global SSC Development	Orange Business Services (Formerly Equant)	Tech & Telecom
Europe's young FAO buyer rock star—see him on the speaking circuit everywhere!			
Michael R. Koontz	Senior Vice President	Wachovia Bank N.A.	Financial Services
This BPO thought leader has taken the virtual captive model to the next level.			
Kim Motika	Vice president of worldwide sales and operations	D3Publisher of America, Inc.	Entertainment
Pushed her spinoff's F&A processes to VWA while making sure the deal was transparent to retailers and ensuring that cash flow and margins were protected.			
Stephen Nolan	CFO	Adecco	Professional Services
For outsourcing multiple processes of Adecco, Europe's largest employer, to Sourcenet on a global basis.			
Filippo Passerini	Chief Information and Global Services Officer	P&G	Consumer Products
Moved from shared services model to AP outsourcing with HP.			
Zarin Patel	Group Finance Director	BBC	Media
Is prepared to make bold moves—outsourcing F&A and maintaining the highest quality of service delivery.			

SUPERSTARS OF 2008

SUPERSTAR	TITLE	COMPANY	INDUSTRY
Trish Pেকেles	Director of Strategy, Partnerships & Procurement	BC Hydro	Utilities
Took the bundled outsourcing approach to outsourcing. When asked if she would do it again, the answer was yes.			
Dusty Profumo	EVP and CFO	Church's Chicken/Cajun Operating Company	Restaurant
Outsourced all F&A processes to WNS as the company split off from AFC. Now, that's a deal to crow about.			
Len R. Rinaldi	CFO and Chief Business Officer	Alcatel-Lucent	Tech & Telecom
Leader of the FAO pack, Rinaldi led the outsourcing of Lucent's AR and improved efficiencies including invoices collected within terms by 53 percent.			
Graham Russell	Vice President of Finance	Orange Business Services (Formerly Equant)	Tech & Telecom
Masterminded one of the most successful transitions of 2006.			
Russell J. Taruscio	FC&A Procurement Director	BP	Energy
BP broke ground in BPO with one of the largest FAO contracts.			
Mark Thompson	Director General	BBC	Media
Having saved close to £68 million 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) rather than what's politically convenient.			
Rick Thorpe	Minister of Small Business and Revenue	British Columbia	Government
Thorp's FAO project will streamline and simplify customer service, enhance personal privacy protections and provide net financial benefits to the Province worth \$382 million over the next decade.			
Rajinish Virmani	CEO, Aviva Global Services	Aviva	Insurance Services
Remains committed to growing in India and providing world-class services to its insurance clients.			
Tom Waller	Head of Global Procurement & PMO: F&A Outsourcing	Electronic Arts	Entertainment
Entertained and implemented FAO and directed and produced the FAO game in his organization.			
Michel de Zeeuw	Vice President at Infosys (Former SVP global finance at Philips)	Philips Electronics (now Infosys)	Consumer Products
Jumped over the fence to join Infosys and serve his former employer (Philips) and many buyers in one of last year's most spectacular deals.			

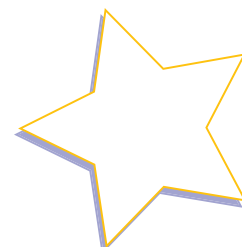
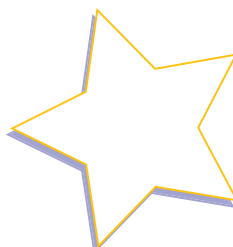
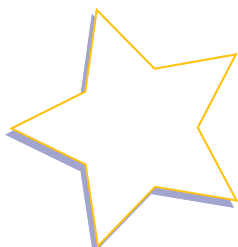
Superstars

FAO Advisors

Outsourcing is in the headlines on a regular basis, especially in an election year. You've heard of deals that have been striking successes, as well as a few perplexing failures. When you want the truth about outsourcing, you need an expert who can sort out the realities of what it will cost and what it will save you. You need advice on how to cut costs without crimping quality and disappointing clients. You'd like to see hard statistics on what others are accomplishing and what you can expect. Here's a list of folks who can help: the FAO advisors and opinion-leader superstars. They have been tracking the industry for years, and they've got a lot of the answers you seek.

SUPERSTAR	TITLE	COMPANY
Ravi Aron	Assistant Professor—Information and Operations Management	Marshall School of Business, University of Southern California
Advisor to leading CEOs who performed groundbreaking research on impact of offshoring and its economic value.		
Bob Cecil	Executive Vice President	EquaTerra
Visionary leader of lifecycle sourcing concept and a regular contributor to <i>FAO Today</i> magazine.		
Ross Docksey	Partner	Sonnenschein
Behind some of the biggest outsourcing deals of the recent past, advising Accenture, Affiliated Computer Services, Outsource Partners International, and other leading providers.		
Mark F. Dzialga	Managing Director	General Atlantic
A visionary who recognizes the value of commercializing shared-services centers and maximizes investments to the fullest.		

SUPERSTAR	TITLE	COMPANY
Philip Fersht	Research Director	AMR Research
Superior and peripatetic BPO analyst with the style to match. Check out some of the leading thoughts in outsourcing on his blog, "Horses for Sources."		
Simon Fogden	Principal Consultant	PA Consulting
Fogden has 11 years' consulting experience with significant experience of implementing or improving the efficiency and effectiveness of shared services through process re-engineering, leveraging ERP investment, and deploying enabling technologies.		
Anupam Govil	CEO	Global Equations
This provider of market intelligence on global outsourcing trends and expert on "rightshoring" helps executives make the right decisions and execute them effectively.		
Karen M. Ikeda	Partner, Global Finance & Accounting Practice Leader	TPI
Former Arthur Andersen partner and thought leader, Ikeda pioneered the F&A shared-services model for outsourcing.		
Michel Janssen	Managing Director	The Hackett Group
The combination of rolodex plus top sourcing consultant status plus high-caliber research advisor makes Michel a one-of-a-kind super-duperstar.		
Barbara Melby	Partner	Morgan, Lewis and Bockius
Melby is one of the driving forces underlying today's major outsourcing deals.		
Katrina Menzigian	Vice President	Everest Research Institute
Converts in-depth market research and intelligence into actionable guidance and advice for business clients with style.		
Wayne Mincey	President	The Hackett Group
An outsourcing veteran who has led, founded, and taken organizations to new heights.		
Brad Peterson	Partner	Mayer, Brown, Rowe & Maw LLP
The legal advisor shaping the mega deals in BPO; in the past three years, Brad has represented clients in more than \$4 billion worth of outsourcing contracts.		
Kalpana Ramakrishnan	National Services Leader, Sourcing Advisory Practice	KPMG
Helps <i>Fortune</i> 100 and 500 clients get their businesses and technology into alignment.		
Lisa Maio Ross	Chief Executive Officer	FAO Research
Heads up the only organization whose sole mission is to track the FAO industry.		
Jane Siegel	Director Carnegie Mellon IT Services Center	Carnegie Mellon
Leads the team that developed the E-Sourcing capability model that will set best practice standards for the ITO & BPO industry.		
Michael Steer	Managing Consultant, Global Business Transformation Group	PA Consulting
Steer is PA's global lead for finance and accounting sourcing solutions, focusing on the F&A outsourcing sector across key industry groups.		
Akiba Stern	Partner - Business and Finance	Morgan, Lewis and Bockius
Legal counsel who has negotiated some of the largest BPO deals globally, Stern is one of the brightest stars in the outsourcing advisory sky.		
Lisa Stone	VP and Research Director	Gartner Sourcing
Analyst that leading buyers turn to when identifying best practices in FAO.		
Rachael Stormonth	Research Director	Nelson-Hall
Behind the lion's share of Nelson-Hall's research, she also headed the Key Vendor Assessment program, acquiring deep knowledge of providers in the IT services industry.		
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
Yet another Visionary leader of the lifecycle sourcing concept.		
Ben Trowbridge	CEO and President	Alsbridge
Trowbridge established one of the fastest growing sourcing advisory firms on the planet.		
Atul Vashistha	CEO	neoIT
Master of offshore BPO sourcing consulting.		



Superstars

FAO Providers

Here are the people who are on the front lines of outsourcing 24/7/365: These providers are committed to ensuring that FAO keeps growing and raising its standards. Some have grown the number and variety of FAO services offered. Others have pushed FAO's reach to new horizons—signing on more and larger clients and increasing acceptance of the practice. Others still are helping get outsourcing a better seat at the corporate strategy table.

SUPERSTAR	TITLE	COMPANY
Randolph Altschuler & Joseph Sigelman	Co-Presidents	Office Tiger (An RR Donnelley company)
Been on this list more than once—last year because they sold their company in April of 2006 for \$250 million to RR Donnelley. And they're still going strong.		
David Andrews	Chief Executive	Xchanging
Had the foresight to enter into a five-year, £250 million procurement partnership with Liberata. More recently, Xchanging acquired Mercuris in France, expanding its procurement outsourcing services.		
Dr. Christian Baader	VP BPO Strategy & Market Development	SAP AG
Dr. Baader is the BPO industry's biggest promoter of technology automation as the constant path forward for better service and better outcomes for customers.		
Nagendra Bandaru	Vice President, Global Business	Wipro BPO
Nagendra provides transformation solutions by integrating processes and IT and building operational efficiencies for enterprises. As general manager & head of European business for telecom service providers, BPO and interoperability business, he was instrumental in building the telecom and BPO business in Europe from start to maturity.		
Neeraj Bhargava	Group CEO	WNS Global Services
For his keen execution of FAO business strategy and organizational growth leading to an extremely successful IPO. Most recently, the company implemented its Brainwave portal and won a Golden Peacock Innovation Award from the Institute of Directors in India.		
Ashok Bildikar	President	Caliber Point Business Solutions
For bringing his shared-services center experience from Standard Chartered Bank and transforming it into a FAO commercialized environment.		
Jean-Pierre Bokobza	Global Managing Director, Finance and Accounting BPO	Accenture BPO Services for the Middle Market
Leads Accenture's F&A BPO business globally. He previously managed both the finance and procurement BPO client portfolio across EALA. Bokobza was instrumental in the signing of recent F&A BPO contracts in EALA with companies in the energy, telecommunications and high-tech manufacturing sectors as well as with clients such as Thomas Cook and BT.		
Gary Budzinski	EVP	HP
Led award-winning programs for global giants such as Procter and Gamble, demonstrating comprehensive support for customers.		
Elizabeth Bufo	Executive Vice President	ACS
Led the industry in the development of multi-tower programs and was strongest in the public sector, as well as generating big wins in the enterprise sector.		
Leon Busch	President & CEO	SourceNet Solutions
For the company's commitment to IT solutions, customer service and operational excellence. Sourcenet is one of the industry's pioneering firms and among the most capable at handling such large global clients as Adecco, Europe's largest employer, for which it manages multiple processes globally.		
Kevin Campbell	Group Chief Executive-Outsourcing	Accenture
Unified the world's largest BPO operation, leading the industry in multi-tower deals. He defined the enterprise and middle markets with vision and performance.		
Amitabh Chaudhry	CEO	Infosys
Led the charge for last year's ground-breaking deal with Philips Electronics, shifting 1,400 employees, taking on three new shared-services centers, and investing a one-time payment of \$28 million. Infosys is poised to be a true global provider.		
Richard de Moll	Head of BPO the Americas	HP
De Moll has been involved in all stages of building shared services for multiple functions, from the original concept and assessment to securing funding, implementation and organizational change management.		
Chris Gattenio	Vice President, MBPS Asset Strategy & F&A Program Management	IBM Managed Business Process Services
Supports ongoing market intelligence research of F&A market, influencing research agenda and interpreting key trends, buying signals, patterns, and market readiness.		

SUPERSTAR	TITLE	COMPANY
Hubert Giraud	CEO-Global BPO Services	Capgemini
Generated great customer wins and results such as a landmark partnership with Dairy Farm, a leading Pan Asian retailer and food supplier, which achieved a 55 percent savings on personnel and \$3 million on procurement.		
Robert Gogel	Group CEO	Liberata
Had the foresight to enter into a five-year, £250 million procurement partnership with Xchanging. More recently, with sales of £236.8 million, Liberata was ranked 98th in The <i>Sunday Times</i> 2007 HSBC Top Track 250 of Britain's biggest mid-market private companies. (Top Track 250 is compiled by Oxford-based research company Fast Track.)		
Carl Guarino	CEO	ICG Commerce
Expanded ICG's asset management division and led its drive into global markets, encouraging growth through joint ventures and acquisitions. Carl's at the forefront of the white-hot procurement sector of global outsourcing.		
Ritesh Idnani	VP and Global Sales Head	Infosys BPO
Infosys was the fastest-growing FAO provider in 2007, with groundbreaking and innovative approaches to deal structure, technology, and implementation.		
David Kaminski	Vice President, F&A, North America	Capgemini
David Kaminski joined Capgemini's U.S. business to drive its F&A solutions, after leading Microsoft's global financial services business line.		
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. Clients cite the company's ability to act as a long-term strategic partner, execute quickly, and address issues expediently. Entrepreneurial spirit and good planning round out the package.		
Les Mara	Head of BPO EMEA	HP
Mara's 25-year career in the services industry has given him deep knowledge and expertise in consulting, systems integration and outsourcing, particularly in the European market.		
Sid Milstein	Head of BPO Delivery	HP
This Six Sigma expert in process consulting and offshoring is HP's new head of BPO delivery. He was also a founder of GE's offshoring business—now known as Genpact.		
Gregg Mylett	President	Corporate United
Founder of the world's leading group purchasing organization serving more than 80 <i>Fortune</i> 1000 firms with sourcing and contract management solutions. The company was named to <i>Supply & Demand Chain Executive</i> magazines' Executive 100 list and the Weatherhead Upstart Award list in 2007.		
Sulakshana Patankar	CEO F&A practice	WNS
Patanekar oversees the Mumbai F&A practice on accounts such as Church's Chicken, a significant new piece of business for the company in 2007 and arguably one of the first instances of a restaurant retailer offshoring 100 percent of its F&A.		
Azim H. Premji	Chairman	Wipro Ltd.
Under his leadership, Wipro has extended its ITO business to BPO and is a global powerhouse. Key programs, such as providing F&A services to Delta Air Lines, have demonstrated the ability to improve operations and reduce costs.		
Venkatesh Roddam	CEO	Satyam BPO (formerly Nipuna)
Satyam BPO, formerly Nipuna, is emerging as a leader in the BPO space. With 33 global clients and 3,500 employees engaged in providing more than 60 processes, the company is poised for even more success.		
Michael J. Salvino	Global Managing Director of Accenture's finance and accounting, procurement, industry and custom BPO services	Accenture
Runs F&A, the core of Accenture's BPO business. Salvino is responsible for delivering quality services to clients and executing Accenture's BPO business strategy.		
Tim Schmandt	Vice President - Business Process Management	Datrose
New to the Datrose team, Schmandt spent 26 years at the Eastman Kodak Company working in various roles including quality, cost management, finance, and procurement. He recently helped Kodak establish a global shared services model. His master black belt in Lean Six Sigma should help him in future endeavors.		
Clarence T. Schmitz	Chairman & CEO	Outsource Partners International, Inc.
For his commitment to providing clients with continuous improvement. He proved that OPI could provide the global business model for FAO in both the enterprise and middle markets.		
Donnie S. Schulman	General Manager, Global Finance & Administration Solutions	Managed Business Process Services, IBM Global Services
Schulman is responsible for sales, revenue, and profitability of IBM's F&A outsourcing business worldwide. This includes leading the development, deployment, and delivery of all F&A outsourcing solutions.		
Eric Selvadurai	CEO Enterprise Services	WNS Enterprise Services
Industry specialist with outsourcing experience on all shores. He led the way for the first IPO of a pure-play FAO provider and helped build the first \$1 billion market cap public company in FAO.		
Robert Stasik	EVP, Head of Payments Solutions & Investor Services Sector	Mellon Financial Corp. and SourceNet Solutions
Stasik headed Mellon Global Cash Management for 17 years before adding the oversight of Sourcenet Solutions to his plate upon that company's acquisition in 2005. He also oversees Mellon Enterprise Cash Management, Mellon Investor Services, and Mellon Financial Markets.		
Steve Stubitz	Group BPO Leader	Oracle
Formerly one of the stars of outsourcing at HP, Steve more recently moved to Oracle, where he runs that company's BPO unit. Here's one to watch.		
Tiger Tyagarajan	Executive Vice President	Genpact
Tiger is widely known as one of the leaders who built Genpact in India to be the powerhouse it has become today. A recent enterprise win at Kimberly Clark extended Genpact's impressive client list, which already featured Nissan, Wachovia, Penske, and Genworth.		