



# THE 2013 OUTSOURCING WORLD SUMMIT

JW Marriott Phoenix Desert Ridge | Phoenix, Arizona  
February 18-20, 2013



2013

# The Outsourcing World Summit®

SIMPLY THE BEST

## The New Age of Outsourcing and the Rise of the Outsourcing Professional

Every year, hundreds of outsourcing executives from across the industry and around the world who are seeking the very latest insights and ideas attend the Summit. Educational sessions deliver specific actionable solutions to current challenges faced by experienced professionals. Case studies feature actual experiences and the lessons learned, and discuss new ideas, approaches and opportunities.

Outsourcing is entering a new age as different opportunities—and demands—are made by companies in pursuit of improved outcomes, lower costs and higher standards in a critically competitive economic environment. Trends like rural and impact sourcing, corporate social responsibility, crowd sourcing, the cloud, technology convergence, the BRIC surge, collaborative and strategic models, and governance have all impacted the way companies do business and the level of understanding and knowledge outsourcing professionals must have to be successful. And it is clear that it takes skilled professionals – now more than ever – to harness these opportunities and meet these demands.

In the 16th edition of the Summit, you'll:

- Learn what the latest innovations are and how to implement them
- Hear industry best practices and lessons learned from leading practitioners and visionaries
- Stay current on the latest outsourcing tools and technologies, including the cloud
- Meet and evaluate vendors in the Global Services Mall (or be showcasing your company as an exhibitor!)
- Network with 800 outsourcing professionals from around the globe

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## Welcome to Phoenix and The 2013 Outsourcing World Summit!

This is an exciting time for IAOP, as we continue to grow and adapt to better serve our members in this ever-changing global economy. Our members, delegates, sponsors and partners continue to meet the challenges of our field and to excel. We should all be very proud of where we are today and energized about where we are headed in the new age of outsourcing.

I'd like to give you an idea of what you can expect at The 2013 Outsourcing World Summit. You'll take away the staples you rely on year after year: the latest best practices, cost-cutting strategies and innovative processes across industries and functions from over 100 visionaries and more than 50 educational sessions.

### A few highlights include:

- Featured keynote John Brandt will help you understand where the value in your business is today, where it will be tomorrow and how you use that knowledge to achieve competitive advantage.
- IAOP leadership will share the results of its annual State of the Industry survey.
- Experienced outsourcing professionals will dig deeper in sessions in the new advanced track, led by Certified Outsourcing Professionals (COPs).
- Jag Dalal introduces IAOP's framework for measuring outsourcing's global value and kicks off our year-long initiative "Outsourcing's Global Value".
- You'll see a special focus on global information security and software engineering.
- You'll ramp up your networking at the evening cocktail receptions and take some time to relax at the "Taste of Nova Scotia" party.
- The first annual Publisher's Cup Golf Tournament kicked-off the Summit and we got to know each other at yesterday's networking event, hosted by MindTree.
- You got a "Global Services Mall Sneak Peek" Sunday night.

You, as organization leaders and outsourcing professionals, have the vision, the knowledge and the experience to help us pave our way into the future. You are truly our greatest asset today and tomorrow, and we could not accomplish what we do without your support and leadership. Throughout this conference, I encourage you to stay engaged, proactive and help us shape the future of IAOP and our 120,000 members and affiliates worldwide.



Debi Hamill, CEO, IAOP



# M FEB 18 KEYNOTES

## DAY ONE CHAIRED BY

Jagdish R. Dalal, COP, Managing Director of Thought Leadership, IAOP



12:45 pm - 1:15 pm

### IAOP's Leadership Welcome and State of the Industry

**Debi Hamill, CEO, IAOP**  
**Jagdish R. Dalal, COP, Managing Director of Thought Leadership, IAOP**

IAOP's CEO welcomes delegates and introduces the day's host, Jag Dalal.



Jag Dalal provides an overview of what to expect at this year's Summit and shares key results of IAOP's State of the Industry survey.

*Jag is one of the best-known and most highly respected thought-leaders in the field. In addition to his role as Managing Director of Thought Leadership at IAOP, he has worked as an outsourcing customer at corporations including Xerox and Carrier, as one of the founding partners of the business process outsourcing practice at PwC, and most recently his own firm, JDalal Associates.*

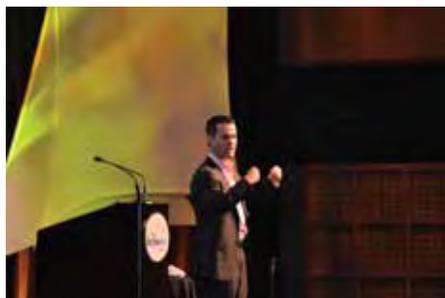


1:15 pm - 2:00 pm

### Outsourcing's Global Value: A Panel Discussion

**Moderator: Jagdish R. Dalal, COP, Managing Director of Thought Leadership, IAOP**

In this world driven by facts and figures, IAOP has devised a framework by which we can measure, compare and publish what outsourcing means to the business world. During this session, Jag will introduce the framework, some facts, and will engage a panel of experts including IAOP Chairman **Michael F. Corbett**; **Sanjay Tripathy**, Principal, Booz & Co.; **Larry Bridge**, COP, Manager, Global Business Services, Procter & Gamble; **Sean Heston**, COP, Partnership Development, Sprint Nextel; and **Zulfiqar Zainuddin**, Senior Vice President, Investments and Head of the Business Services sector in Khazanah Nasional Berhad (KNB) Malaysia. Stay tuned to see this framework expand as we roll it out globally in partnership with Regional Advisory Boards and the Research Committees.



## NETWORKING & SPECIAL EVENTS AT THE SUMMIT

### SUNDAY, FEBRUARY 17

**NEW!** IAOP Publisher's Cup Golf Tournament  
 Anchor Sponsor KPMG

Mix it up on the greens with colleagues, clients and fellow outsourcing professionals for a round.

**NEW!** "Getting to Know You" Networking Event  
 Hosted by MindTree

Not a golfer? Join us by the pool for an informal meet and greet.

**Champagne Welcome** Hosted by Zona Franca Bogota  
 Come down to the registration desk, pick up your materials and raise your glass to another year!

**NEW!** Global Services Mall Sneak Peek

A new and additional chance to check out the exhibit hall on Sunday evening!

### MONDAY, FEBRUARY 18

**Networking Sessions: Customer-Only and Provider/Advisor-Only** Share your insights and learn from others like you at these experience and knowledge sharing meetings.

**Summit Kick-Off Luncheon** Join the conversation at the official conference kick-off lunch!

**Welcome Reception - Global Services Mall - Hosted by Accenture** Enjoy appetizers and cocktails as you meet the exhibitors and make new contacts.

### TUESDAY, FEBRUARY 19

**Networking Breakfast** Meet us for breakfast in the Global Services Mall.

**Awards Luncheon** The 2013 Outsourcing Hall of Fame, GEO and IAOP Members of the Year awards are presented.

**Cocktail Reception - Global Services Mall - Hosted by BRASSCOM**

Another opportunity to find the perfect provider, forge existing relationships and make new ones!

**NEW!** A Taste of Nova Scotia

Your hosts, Nova Scotia Business Inc., invite you to share in their local wines and savories.

### WEDNESDAY, FEBRUARY 20

**Outsourcing Professionals Breakfast**

Where all delegates from the global community - customers, providers and advisors - join together to share insights from the networking sessions held on day one.

**Food for Thought Networking Luncheon**

Last chance for in-person networking!

*"IAOP's Outsourcing World Summit was an excellent opportunity to meet global sourcing executives and service providers. I thought the keynote speakers were exceptional, the booths were very informative, and the small group and one-on-one opportunity for discussion was absolutely invaluable! I will definitely plan on attending next year."*

**Siegfried Richter, Prudential**



2:00 pm – 3:00 pm

### Creating Value in an Era of Uncertainty

#### John Brandt, Business Visionary

Where is the value in your business today, where will it be tomorrow and how do you use that knowledge to achieve competitive advantage? Brandt tackles this essential business question! Be prepared to be riveted!

*As former publisher and editor-in-chief of IndustryWeek magazine; president, publisher, and editorial director of Chief Executive magazine; and now CEO and founder of The MPI Group, a global research firm, John Brandt has spent more than two decades studying leadership in effective, purpose-driven organizations. An expert on how companies and communities can adapt themselves to the realities of new markets, new corporate structures, and new customer expectations, he is an accomplished leadership and management innovator, with a broad array of interests and responsibilities spanning his interests in management, technology, and journalism. His combination of humor and affability with real depth in management theory, strong personal experience, and unparalleled research and analysis resources has made him one of the most popular business speakers in the world.*

## T FEB 19 KEYNOTES

DAY TWO CHAIRED BY *Neil S. Hirshman COP, Partner, Kirkland & Ellis, LLP*



9:00 am – 9:15 am

### Welcome and Opening Comments

#### Neil S. Hirshman COP, Partner, Kirkland & Ellis, LLP

*Neil Hirshman represents customers and service providers in BPO and ITO deals and is a COP, founder and chairman of the Chicago Chapter of IAOP and a frequent lecturer on many aspects of outsourcing.*



9:15 am – 10:00 am

### Dynamic Innovation

#### Mary Lacity, COP, Curator's Professor, University of Missouri- St.Louis

#### Leslie Willcocks, COP, Professor of Work, Technology and Globalization, London School of Economics

Mary Lacity and Leslie Willcocks explore dynamic innovation, a theme that significantly distinguishes great-performing outsourcing relationships from good/doing okay performing relationships. It is characterized by continuous, energetic, and sustained efforts that improve the client's operational efficiency, process effectiveness and/or strategic performance. Dynamic innovation must be motivated with incentives and nurtured by a culture that inspires, funds, and injects cycles of new tools, methods, processes, and structures in the client organization. Based on new research, the authors present examples, best practices, and insights on dynamic innovation. Perhaps one of the strongest findings is that it is never too late to start innovating.

*Mary Lacity is Curator's Professor at the University of Missouri-St. Louis and Co-chair for the Midwest chapter of IAOP. Leslie Willcocks is Professor of Work, Technology and Globalization at the London School of Economics and Director of the Outsourcing Unit.*



10:00 am – 10:45 am

### Global Information Security: A Common Language

#### Moderator: Pat Fisher, CEO, Janus Associates

#### Michael de Crespigny, CEO, Information Security Forum, Ltd.

#### Rick Stewart, Director Cybersecurity, CSC

#### Rob Stroud, Member - Strategic Advisory Committee, ISACA

Global information security continues to be a major focus in outsourcing relationships, including the issue of competing and overlapping standards. IAOP is working with the Information Security Forum and ISACA to develop a "common language" in global data security. Join us and a panel of industry experts for a lively discussion as we explore critical security issues, challenges and triumphs. Come away with a clear understanding of how data security affects your organization and steps to take to ensure you are protected.



W FEB 20

# FAST, FUN AND FOCUSED

DAY THREE CHAIRED BY *Dylan Taylor, Chief Executive Officer USA, Colliers International*

Learn from industry leaders who are informative and inspiring, profound and provocative in this fast-paced showcase of topics and discussions that might be bold, possibly brash, maybe even brilliant but never boring.

Building on past years and taking it up a notch, the setting is a theatre-in-the round, with no Powerpoint slides and no canned speeches. Each session is on point, on target and designed to get you thinking and interacting throughout.



8:45 am – 9:00 am

## Welcome and Opening Comments

### Dylan Taylor, Chief Executive Officer USA, Colliers International

*As CEO of the USA business of Colliers International, Dylan's role is to integrate operations across all services lines, enhance client engagement strategies and cross-selling, and develop systems for supporting the growth of US operations.*



9:00 am – 9:30 am

## Transformation From Within: How Sears Turned IT Sourcing Inside Out To Drive Innovation



### Ted Rudman, Divisional Vice President, Sears Holdings Justin Sheppard, Director, Sears Holdings

Join Justin and Ted from Sears Holdings, IAOP's 2013 Global Excellence in Outsourcing (GEO) winner for best practices, as they present a mini-case study.

*Ted is the IT Divisional Vice President, Pricing, HR, Financial and Corporate Systems at Sears Holdings Corporation He has previously held positions at Sears, Roebuck and Co. and Deloitte Consulting. Justin is an IT Director with Sears Holdings and Head of Business Operations for MetaScale, a technology services subsidiary of Sears. Justin led the program to establish Sears' global IT delivery center in Pune, India. He established a US-India program management organization that oversaw transition of 100+ projects to the delivery center. Justin coordinated the activities of the HR, Finance, and Legal team to build the supporting policies, processes, and supplier contracts to provide a support structure for growth.*



9:30 am – 10:00 am

## Software as a Service – Impacts to IT Outsourcing

### Kenny Markford, SaaS Category Lead Global Sourcing Manager, AstraZeneca

Software as a Service is here to stay. The pundits would have you believe that all software will be delivered as SaaS within the next 10 years. In reality it's more likely that both SaaS and traditional software development, maintenance and hosting approaches will coexist long into the future. No matter what, we all face numerous current and impending decisions related to shifts of our application estates to SaaS. Most of these decisions directly impact our IT Outsourcing efforts, from strategy to implementation. Since there are no hard rules and there is no one-size-fits-all model, let's get together and share our knowledge and best practice in this topic area amongst a group of our peers. *A highly experienced Information Technology Outsourcing professional with a broad technical background, Kenny's experiences span Global scale IT Outsourcing, Cloud Computing, Enterprise Architecture and Procurement. Currently AstraZeneca's Software as a Service (SaaS) Category Lead, responsible for developing a strategic approach to SaaS Sourcing that will augment, and effectively integrate with, our mature IT Outsourcing Ecosystem.*



10:30 am – 11:00 am

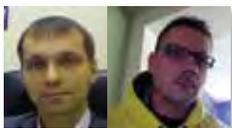
## Innovation Through Partnership



### Scott Woodrome, Strategy and Partnership Management, Sprint

Due to the complex nature of corporate innovation and supplier/customer relations evolving, the way companies deal with service providers and the manner in which service providers work with one another must evolve as well. The evolution from a traditional supplier relationship to an alliance partnership allows two companies to mutually benefit one another by providing each other with more than just services or revenue, but through innovation as well as support and growth in all aspects of the association.

*Woodrome has been with Sprint since 1997 and held numerous functions in the Finance, Sales Support and Real Estate organizations. He currently leads the Strategy and Partnership Management organization within Sprint Real Estate including sponsoring the Sprint Real Estate Partnership initiative.*



11:00 am – 11:30 am

**Software Engineering – Without Borders or Boundaries****Oleg Ridchenko, VP Service Delivery, Intetics****Zac Sprackett, Director of Operations, SugarCRM**

A case study of SugarCRM – world's fastest-growing customer relationship management company. The case study demonstrates the steps that SugarCRM has taken since the beginning of 2011 to build a remote team in Eastern Europe from vendor selection process through remote team set up activities to successful operation of over 40 engineers. *Ridchenko has over 10 years experience at Intetics and has successfully managed and monitored many of its major projects. Sprackett has 15 years of domain knowledge and expertise in software development practices, software architecture, product development, performance benchmarking, software delivery models, training, developer relations and community building.*



11:30 am – 11:45 am

**Creating High Performance Software Development Teams****Bruno Guillard, Chief Operating Officer, Ci&T**

Software development has gone through an industrialization process over the last few decades – evolving from craftsmanship to a process-oriented culture. In this presentation, Bruno will explore the need to shift software development away from the “software factory,” and highlight the emergence of the high-performance development teams who, by driving down costs and generating business value, are creating peak experiences for customers. *Bruno Guillard, Ci&T's Chief Operating Officer, focuses on maintaining and expanding Ci&T's internationalization. With over 17 years experience managing technology projects for large customers in various segments of the industry, he is a lean principles evangelist.*



11:45 am – 12:00 pm

**Automated Workforce Transparency – Driving Innovation & Value in Outsourcing Relationships****Shirish Deodhar, CEO, Sapience Analytics**

Companies are seeking and implementing advanced technologies that will power innovation in their outsourcing operations, which in turn has direct positive impact on the bottom line. Deodhar will share how leading IT software development organizations are dramatically improving transparency into their outsourcing workforce performance typically through the use of advanced tools and technologies improving productivity by 15%-20%. *Prior to Deodhar's role at Sapience, he was Co-Founder of nFactorial Software and SVP at Symphony Services. He is also the author of From Entrepreneurs to Leaders - Building Billion Dollar Product Companies from India.*



12:00 pm – 12:30 pm

**Outsourcing the Enterprise: Is there any “there” there?**

CLOSING KEYNOTE!

**Anoop Sagoo, Senior Managing Director, BPO, Asia Pacific, Accenture**

As companies continue to outsource more and more operations to third parties, what's left to do? When marketing, supply chain, and even R&D can be bought as a service, what's the unique and distinctive capability that defines a firm? What gives it meaning? Purpose? Identity? What, in other words, cannot be outsourced? And how do we know? *Anoop Sagoo is based in Singapore, and is responsible for Accenture's BPO sales and client relationships across the Asia-Pacific region. He joined Accenture in 1994 and has spent most of his career working in the BPO and shared services market across industry sectors on a global basis, including responsibility for Accenture's global Finance and Accounting BPO business. Most recently he was responsible for Accenture's industry global BPO sales programs and for global BPO sales effectiveness.*

A VERY SPECIAL THANK YOU TO THE 2013 OUTSOURCING WORLD SUMMIT PROGRAM COMMITTEE FOR THEIR CONTRIBUTIONS AND VISION:

**Debi Hamill**  
Chief Executive Officer, IAOP, Chair

**Jag Dalal, COP**  
Managing Director Thought Leadership, IAOP

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

**Kurt Kohorst, COP**  
SVP, Head of Productivity Solutions, ResourcePro

**David Prevost**  
Director, Global Financial Shared Services, GM

**Matthew Shocklee, COP**  
Managing Director and Global Ambassador, IAOP

**Donald Mones, COP**  
Director, IT Vendor Management and Sourcing

**Rich Eitzkorn, COP**  
Senior Vice President, Cassidy Turley

**Scott Philips**  
Senior Manager, Accenture

**Jeff Russell**  
Director of Research Operations, Duke University, Fuqua School of Business

**Rene Herlaar, COP**  
Head of Network Technology, Vodafone The Netherlands

**Mary Lacity, COP**  
Curator's Professor, University of Missouri-St. Louis

**Bobby Varanasi, COP**  
CEO, Matryzel Consulting, and IAOP Ambassador

**Simon Masterton, aCOP**  
Vendor Manager, Zurich Financial Services

**Rob Sharp**  
Head of Global Airport Infrastructure & Services, Qantas Airways Ltd

**Alistair Maughan**  
Partner, Morrison & Foerster

**Atul Vashistha, COP**  
Chairman, Neo Group

# THREE DAYS OF POWERFUL EDUCATIONAL SESSIONS...

Each Packed with Information you can use Immediately!

SESSION KEY : **E** EVERYONE **C** CASE STUDY **A** ADVANCED **★** EXPERIENCED



## TRACK01: Customer Experiences and Best Practices

Customers share best practices in implementing all the forms of outsourcing, including vendor selection, vendor management, change management, centers of excellence and more.



### Track Chair: Chris Long, COP, IAOP Ambassador and President, ClearTurn Consulting

*Chris is currently President of ClearTurn Consulting, Inc., which specializes in advising healthcare payers and providers with a variety of strategic efforts including performance turnaround, outsourcing and interim executive management. He is the IAOP Ambassador to the healthcare industry, chairs the IAOP Healthcare Chapter, founded the IAOP Voice of the Customer Chapter and serves on the IAOP Membership Committee.*



MONDAY FEBRUARY 18 | 3:30 pm - 4:20 pm

### Strategy for Sourcing 2.0: A Lincoln Financial Group Case Study **C**

**Ron Reed, VP Shared Services, Insurance & Retirement Services and Group Protection IT, Lincoln Financial Group**

**Randy Vetter, Vice President, Alsbridge**

Alsbridge research shows over 77% of current outsourcing contracts are set to expire in the next 30 months. With so many buyer companies entering their second or third outsourcing deals, 'Outsourcing 2.0' is becoming more commonplace. However, the approach to outsourcing is vastly different the second or third time around as many aspects of outsourcing arrangements have changed over time. This case study discusses how Lincoln Financial Group was able to create a successful sourcing 2.0 strategy in less than 12 months.

*Reed is the Head of the IT division that oversees system development for Lincoln Financial Group's core businesses of Life Insurance, Individual Annuities and Group Protection. During his tenure, Reed has been responsible for a variety of Lincoln's systems including corporate, financial, broker/dealer, life and annuity new business, new product development, policy administration, compensation and defined contribution. Vetter has over 100 IT transactions to his credit across his 34+ years in the IT industry. While at Alsbridge, Randy has worked with financial services, mortgage, insurance, healthcare and retail clients with IT budgets in excess of \$320M providing advice to C-level executives spanning all phases of the sourcing lifecycle from feasibility, implementation through negotiations.*



MONDAY FEBRUARY 18 | 4:30 pm - 5:20 pm

### Real Estate Outsourcing - Sized, Trends, Actions **E**

**Sally Fisher, Senior Director, Pfizer**

Outsourcing in Corporate Real Estate and Facilities is common but still immature compared to IT, HR Benefits, Accounting and other corporate functions that embraced it for much longer. Join Sally for a hands-on and entertaining presentation.

*Sally Fisher is lead for Global Real Estate Strategic Planning at Pfizer. She's spent the past 10 years in Corporate Real Estate, but comes with a management consulting and financial investment background. She earned her MBA at the University of Michigan and a master in real estate at USC.*



**TUESDAY, FEBRUARY 19 | 1:50 – 2:40pm**

**Is Outsourcing IT an Option for Your Government? ★**

**Harold Tuck, former CIO, County of San Diego and a panel of Public Sector leaders**

During this session, we'll explore the benefits, challenges and contemporary issues associated with implementing IT outsourcing in State & Local Government across America. Tuck will share key insights and proven techniques to address the many challenges associated with making public sector outsourcing relationship a success. This session will conclude with a lively discussion about the future of outsourcing in the public sector and what the customers, providers and advisors serving this sector of outsourcing need to do to ensure greater outsourcing success.

*For more than 26 years, Harold Tuck has dedicated his career to the County of San Diego. Most recently, Tuck was responsible for all operational and strategic Information Technology functions for the County, providing services to 17,000 County employees at over 200 facilities. One of Tuck's primary, and highly visible tasks was ensuring that County government and its citizens received the full benefits of a multi-year, \$700 million IT Outsourcing Contract, making the County the first Municipal Government to outsource all IT functions to the private sector.*



**TUESDAY, FEBRUARY 19 | 3:10 - 4:00PM**

**From Black-Box IT to Co-Managed IT – Accelerate Business Value ©**

**Moderator: Joe Hogan, Vice President, Global Advisory Services, HCL Technologies  
Derek Shaw, Director - Business Intelligence & Application Operations, Land O'Lakes  
Harry Wallaesa, Chairman & CEO, W Group**

**Anubhav Saxena, Vice President & Global Head for Marketing, Strategy and Alliances for HCL**

With the adoption of emerging technologies and the need to derive higher business value from outsourcing, CIOs are seeking significant value addition through innovation in service delivery and higher business IT alignment. However, many suppliers are not able to deliver the desired outcomes, as they have assumed managed services models to be more like black-box operations. These models that over a period of time have been found wanting in creating visibility and ensuring control whilst optimizing the day-to-day run-the-business operations. For minimizing business risks, higher returns and improved transparency, companies need to Co-manage IT with their service provider. Shaw will share his thoughts on Collaboratively Managed IT model or Co Managed IT and how they are effectively working on this model with their partner. *Shaw is responsible for providing solutions to convert data into intelligent information in order to enable better business decisions at Land O'Lakes, Inc., a \$15 billion American dairy giant. He also has responsibility for maintaining application availability for all production information systems. Wallaesa, an accomplished executive with over 30 years of experience, is currently the President and CEO of W Group, a management consulting firm. In his current role, Hogan is responsible for critical relationships with both the sourcing advisor and private equity communities. He possesses a unique skill set to include marketing, business development, consulting and P&L responsibility working for and with large global organizations such as Alsbridge, Inc. HP, Accenture, and EDS. Anubhav leads a Global team that is directly responsible for building, influencing and generating HCLT's topline, bottom-line and C-SAT growth for the company and played a key role in directly contributing to HCL's 5X revenue growth in the last 5 years.*



**TRACK02: Outsourcing Tools and Technology Innovation**

Speakers share how they've used innovative tools and technologies to positively impact the financial performance, service quality, capabilities delivered, risk/compliance and overall governance of their existing contracts/relationships. Find out what's new, what works, and how to achieve your outsourcing goals.



**Track Chair: Matthew P. Shocklee, COP, Managing Director and Global Ambassador, IAOP**

*Matt works closely with IAOP Corporate Members worldwide assisting them in leveraging their many benefits of IAOP Corporate Membership. Matt is a COP and author of the Sourcing Relationship Management Framework, the Value Health Check Survey (VHCS) and the Outsourcing Relationship Health Check Process. Matt's industry experience includes leadership roles with organizations such as IBM, CSC, CapGemini, Intelligroup and PWC.*

**MONDAY FEBRUARY 18 | 3:30 pm - 4:20 pm**

**Trends in Smarter Customer Interactions E**

**Bill Payne, General Manager of CRM and Industries in Global Process Services (GPS), IBM**

IBM understands the need to have a smarter way of doing business and this all starts with the interest of clients and three goals: To improve the customer experience across the full customer lifecycle and to increase propensity to buy. To profitably scale and reach new customers, globally. Finally, to enable true cross channel interaction with existing and new customers in a consistent and transparent manner. IBM transforms the customer experience to fuel the engine for growth and cost savings and ultimately improving the customers value by satisfying, increasing revenue & retention, advocating, creating a reputation and finally by innovating.

*Payne's current role encompasses the outsourcing of front middle and back office functions across all industries which IBM delivers from over 50 centres globally, with over 60,000 staff. Bill was previously Vice President of Strategy and Development in Europe. Bill has spent his whole career working with clients, helping them solve complex business issues, driving innovation and consistently delivering results.*





**MONDAY, FEBRUARY 18 | 4:30 – 5:20pm**  
**Co-Sourcing and Captive Hybrids – A New Model for GBS? C**  
**Mark Krueger, Practice Leader, Wipro BPO**

As Corporations re-evaluate sourcing strategies for their Global Business Services, co-sourcing in both captive and provider managed facilities is emerging as new model to be considered. The co-sourcing model provides some of the benefits from global sourcing while maintaining the control and flexibility in resourcing that here before often deterred corporations from adopting global business services. This panel / session discussion will explore the pros and cons of co-sourcing, and some of the practical ways co-sourcing can be used in shared service organizations today  
*Mark Krueger is the Practice Leader for Wipro's North American BPO Discovery Team. He and his team specialize in the assessment, evaluation, and solution development of Finance and Accounting, Human Resource, Procurement Global Business Services solutions. Prior to joining Wipro in 2009, Mark held increasing leadership positions at IBM, The Hackett Group, and EDS.*



**TUESDAY, FEBRUARY 19 | 11:20 – 12:10pm**  
**Results of IAOP's Innovation Study**  
**Dr. Vinny Caraballo, COP President, Global Targeting ★**  
**Dr. Greg McLaughlin, SVP, R&D, Global Targeting**

IAOP members participated in the innovation survey that measured how members identify innovation, their work environment, and how innovation is valued. This presentation provides a solution for reaching consensus, supporting the provider and client, and aligning the innovation objective for success. Member's best identify innovation when it improves a service, product, or technology and increases performance. Those members in leadership positions consider leadership essential for a positive work environment. Members in non-leadership positions value the operational needs of cooperation, trust, and collaboration. Both groups value innovative projects that meet financial goals and deliver sustained competitive advantage. Yet, member's diversity of responses indicates that reaching consensus may be difficult. The conference presentaton provides a solution for reaching consensus, supporting the provider and client, and aligning the innovation objective for success.

*Caraballo is a business leader, consultant, academic and expert in cultural adaptation of innovation. He has advised clients on global expansion, outsourcing, and technology integration. Additionally, he has held a variety of leadership roles with prominent global technology and professional services companies such as IBM, HP, and AT&T.*

*McLaughlin brings a broad set of research and practical expertise on Innovation strategy, deployment and ongoing success. Greg's most distinguished skill is his ability to interpret data and provide a common sense, practical application. He can look beyond the numbers to find a solution to complex problems.*



**TUESDAY, FEBRUARY 19 | 4:10 – 5:00pm**  
**Enabling Innovation Through Outsourcing – A Case Study in PES Outsourcing E**  
**Declan Fay, Global Sourcing Manager**  
**Praneet Goteti, Commodity Manager, Intel Corporation**

Innovation through outsourcing should not only be about driving efficiencies and bottom line savings but also on enabling future growth. Declan Fay and Praneet Goteti will guide the audience through such topics as: understanding the environment – markets, industry and corporate strategy; building a capability and understanding your customer and demystifying innovation – identifying and closing gaps.

*Fay is a supply chain professional with more than 20 years' experience spanning all aspects of the supply chain; from strategic procurement to planning, manufacturing and operations. For the past several years his focus has been on technology procurement and technology enabled services. In his current role at Intel he leads a global sourcing team with responsibility for R&D services outsourcing – focused on delivering new value and enabling Intel's global product R&D organizations. He previously led a team with responsibility for ITO and led initiatives around early adoption of cloud enabled outsourcing. His current interests are in value chain orchestration and leveraging the supplier ecosystem to drive new outsourcing value in areas like quality and velocity while maintaining IP protection. Goteti is a supply chain professional with 14 years of industry experience covering all aspects of procurement from strategic sourcing to supplier management. He has a background in liberal arts and business management and has worked in sourcing and procurement for companies in the electronic manufacturing services, telecom and semiconductor manufacturing industries in the US and India. He is also a part of the leadership team for Intel in India. Over the past several years Praneet has focused on developing a center of excellence for outsourcing at Intel and currently co-leads a global source team focused on Product Engineering Services and outsourcing.*



**TRACK03:** Management Science of Outsourcing

This track focuses on outsourcing as a management science and explores the sub-disciplines that form the basis for its successful application to business.

**Track Chairs: Bill Hall and Kyle Andrews, Founding Partners, Pretium Partners**

*Pretium Partners services include sales and marketing training and predictive assessments for sales talent selection, alignment and development. Bill chairs the Member Services Committee of IAOP, Co-Chairs IAOP's Sales & Marketing Chapter and was recognized as IAOP's Member of the Year in 2009. Kyle has spent the last 18 years in sales and sales training, is a contributing author of the "Sales Encyclopedia", has written many articles on value selling and spoken on numerous occasions on the subject of selling outsourcing.*

**MONDAY FEBRUARY 18 | 4:30 pm - 5:20 pm****Maturity in Outsourcing: Models to Tackle the New Normal** ★

**Jay Venkateswaran, Business Unit Leader, Manufacturing, Telecom, Retail and Consumer Packaged Goods, Diversified Businesses, WNS**

In the past three decades, the outsourcing landscape has been under constant pressure to change, mature and evolve to better address rapid-fire change in client needs. The "new normal", as currently termed, relates to innovative, technology-enabled and flexible operating models to meet the changing demands of the market. Topics covered in this session include: investing in technology-enabled, platform-based services; making operational efficiency the top value that your company drives; winning confidence with an increased global presence; earning a market differentiator with industry specific BPO; and offering analytics as a core capability.

*Jay has road experience in a hyper growth environment across operations, M&A, investor relations, fund raising, sales and product development and has moved through critical roles at WNS for as it grew from \$25 million in revenue to \$400 million over 7 years.*

**TUESDAY, FEBRUARY 19 | 11:20 – 12:10pm****The Next Level of Business Excellence** E

**Jeff Perdue, COP, Director, ITSqc & Cloud Chapter**

**Ruchi Gupta, Director Business Excellence, HGS**

Identifying processes and methodologies used by potential service providers when making a selection as to which provider will meet your organization's needs, can be a daunting task. There are key or critical issues that should be considered as a part of a service provider's capabilities. This session is an introduction to The eSourcing Capability Model for Service Providers (eSCM-SP) and will assist in identifying the guidelines and critical issues that should be used by a potential service provider in developing a solution that best meets the needs of your organization.

*Perdue, a Director of ITSqc, LLC manages the professional education courses related to the ITSqc sourcing capability models for clients (eSCM-CL) and service providers (eSCM-SP). He is also a Senior Scientist at Carnegie Mellon University Silicon Valley working on a Cloud Services Measurement initiative. Ruchi Gupta joined HGS, a customer relationship management & BPO corporation in 2005, and has worked in various capacities including Business Excellence, Operations and HR. Currently Ruchi works towards the deployment of the HGS Business Excellence framework to ensure business excellence, client satisfaction and retention.*

**TUESDAY, FEBRUARY 19 | 1:50 – 2:40pm****How Will Cloud Impact Sourcing** E

**Moderator: J.P. Balakrishnan, Head of Client Services, Infosys**

**Jane Siegel, Ph.D., COP, Director, ITSqc and Co-director, Cloud Services Measurement Consortium (CSMIC)**

**and Senior Scientist, Carnegie Mellon Silicon Valley**

**Phil Shelley, Vice President, Sears Holdings**

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

**Michael Nieves, Managing Director, Accenture**

This interactive session will afford participants the opportunity to respond, using electronic survey tools, to inform the panel and audience about their experience and interest in Cloud-based services. Then an expert panel will briefly address client, provider, and legal perspectives, including government initiatives associated with moving to the Cloud. These presentations will highlight the important anticipated effects of Cloud Computing on both outsourcing and shared services.



**Tuesday, February 19 | 3:10 – 4:00pm**

### **Developing your Organization's Outsourcing Strategy** **E**

**Doug Vinson, Vice President of Strategy, Pactera**

**Chad Brady, Managing Consultant, Pactera**

While the "all or nothing" approach may not make sense in today's environment, organizations need to be smart about which processes they choose to outsource. That said, how can an organization decide which processes to outsource? During this session, we will walk through the components and applications of business process frameworks, and how organizations can leverage these frameworks as a key input in outsourcing decisions. Key takeaways from this session include: the business benefits of using a process framework for prioritization and decision making; characteristics of differentiating processes – those that provide a competitive advantage; characteristics of processes that are good candidates for outsourcing; how to measure process performance in an outsourcing relationship and evaluate the "outsourcing fit" of a business process; and how to identify cross-functional process owners and hold them accountable for outsourcing decisions.

*Vinson is responsible for the company go-to-market strategy in North America and implementing demand-generation initiatives and programs including solution development, branding, lead generation, partner & channel management, digital marketing, and public relations. Chad Brady is a Managing Consultant in Pactera's US BPM Advisory Services solution area and specializes in business process outsourcing initiatives. Chad has led strategic assessment, process improvement, value realization and performance management efforts across multiple industries both nationally and internationally.*



**Tuesday, February 19 | 4:10 – 5:00pm**

### **Big Data - Bridging the Insight Gap** **C**

**Robert Myers, Jr, VP, Genpact**

**Michael Belzile – Principal, Analytics Insights at SymphonyIRI Group**

This session breaks down the important elements of successful big data solutions and explores practical use cases across various industries. Myers and Belzile highlight how one of the world's largest consumer market research companies leverages global analytic services to help solve for a critical component of the big data promise...how to effectively model, analyze and derive insights on a massive scale.

*At Genpact Analytics & Research, Bob helps drive business and solution strategy and works with our strategic global accounts, focusing on CPG, Retail, Telecom and Marketing Information Service markets. Michael Belzile is an operations executive with over 20 years of experience managing operations, delivery, quality, consulting, and support teams in a variety of industries to include government, printing, consulting, telecommunications, retail, and consumer packaged goods.*



## **TRACK04: Governance and Risk Mitigation**

Governance — inclusive of relationship, delivery, demand and risk management, among other topics — is the top challenge facing outsourcing professionals today. This track will help delegates achieve greater value and the desired results from your outsourcing engagements

**Track Chair: Alan Hanson, Senior Vice President, Neo Group**

*Alan has responsibility for its global sales and marketing activities, and the continued development of its ground-breaking Global Supply Risk Management (GSRM) products and services, which help clients effectively monitor and manage their global operations for value.*



**MONDAY FEBRUARY 18 | 3:30 pm - 4:20 pm**

### **Market Data & Governance** **C**

**Alan Hanson, Senior VP, Neo Group**

**Glenn Morton, Global IGM Operations Manager, Novartis**

This session will examine an established program for dynamically monitoring changes, including opportunities and risks, in an organization's global services supply chain. It will look at the specific application and learnings of Novartis, a \$50+ BN global healthcare and pharmaceuticals company. It will also review the experiences of additional firms that dynamically monitor risk, including their objectives, governance programs, results, and the role of third-party supplied analytics and intelligence in their models.

*Glenn Morton is a thought leader with a distinguished career of reducing risks and enhancing compliance for top-tier organizations including Novartis Pharmaceuticals Corporation, Federal Reserve Automation Services and Federal Reserve Bank of Philadelphia. He is a recognized Subject Matter Expert on Vendor Risk Management, Disaster Recovery Planning, Managing Outsourcing and Off-shoring Risks, Business Continuity and Emergency Response, and Change Management and has published in Pharmaceutical Engineering magazine on Risk Management. Alan Hanson has extensive industry experience including roles as an advisor, a provider, and as a buyer of outsourced services.*





**MONDAY FEBRUARY 18 | 4:30 – 5:20pm**

**Innovative Dispute Resolution Strategies to Address Contract Disputes C**

**Paul Roy & Brad Peterson, Founding Partners, Mayer Brown**

**Wolfgang Kreutzer, P&G Legal**



For decades, outsourcing customers and service providers have operated under the flawed assumption that the time, expense and relationship damage associated with litigation or arbitration would compel contracting parties to amicably resolve routine contract disputes. However, in practice, the understandable reluctance of contracting parties to invoke these draconian remedies has resulted in an avalanche of unresolved disputes or has forced one or both to accept unfair or unfavorable resolutions to obtain critical products or services. Finally, an experienced outsourcing customer and leading law firm have confronted this problem head on and have formulated innovative strategies to address such disputes in an efficient and cost effective manner and with minimal damage to the relationship.

*Roy and Peterson are founding partners in the Mayer Brown Business & Technology Sourcing Practice, specializing in IT and business process sourcing. They are recognized as leading lawyers in this area by Chambers USA, Legal 500, and Best Lawyers in America. Kreutzer, with the Global Transactions Group of The Procter & Gamble Company, is responsible for the Global Procurement Organization and the Company's outsourcing practice.*



**TUESDAY FEBRUARY 19 | 11:20 – 12:10pm**

**All the Change in the World: BCBSNC Outsources IT Infrastructure and Changes Everything about how their Organization Works with IT C**

**Diane DeGross, VP, Enterprise Sourcing Governance, Blue Cross Blue Shield of North Carolina**

**Cynthia Batty, Director, ISG**



Blue Cross Blue Shield of North Carolina (BCBSNC) needed to reduce costs in IT but at the same time increase responsiveness to the business units of this Health Care services company. In February 2012, their IT infrastructure operations and data center was outsourced to Fujitsu North America, but then BCBSNC needed to figure out how to manage the huge anticipated transformation to ITIL v3 and improved services, the contract, and the demand for services. This was their first major outsourcing engagement and it brought tremendous changes to the organization, both in the IT area and also in the company at large. The speakers will discuss this project, as well as the inception of the Enterprise sourcing office which was created at the same time. The development of the governance program, creation of the governance team, selection and prioritization of processes for deployment, organizational change and transformation approach, process development, and rollout of processes to ensure compliance will be covered in this session.

*Diane is a results-driven IT professional with more than 28 (twenty eight) years in the Health Insurance Industry. Her current areas of responsibility include contract & financial management, demand management and service delivery oversight for IT sourcing contracts within BCBSNC. Cynthia is the leader of ISG's Governance Global Competency Center. Her interest and specialization focus on advising clients on their governance and sourcing management planning and development in addition to ongoing maturity development in governance.*



**TUESDAY FEBRUARY 19 | 1:50 – 2:40pm**

**Exiting the Outsourcing Relationship - Anatomy of a Breakup E**

**Christopher D. Ford, Partner, Morrison & Foerster, LLP**

As the average duration of outsourcing contracts continues to become shorter, the issue of exit grows in importance. By tradition, best practice in negotiating exit terms has been: plan it early, and work hard to make it uncontroversial. Sometimes, a case comes along and helps to remind us why a pre-contract focus on exit is important. A recent UK case, *AstraZeneca v IBM*, reinforces the importance of addressing the termination and exit provisions of an IT services agreement at the time of signing, rather than when the time has come to exit that agreement.

*Chris Ford focuses on advising customers on the full life cycle of their complex information technology and business process outsourcing transactions. Mr. Ford also advises large clients on joint ventures, telecommunications, technology procurement and sophisticated licensing transactions, as well as Enterprise Resource Planning and other systems integration projects.*



**TUESDAY FEBRUARY 19 | 3:10 – 4:00pm**

**Contracting for Change: Taking on One of Outsourcing's Major Conundrums ★**

**Craig Wolff, Partner & Charter Member of Global Sourcing Practice, Pillsbury Winthrop Shaw Pitman**

This session will present and discuss models for the successful governance of domains in which core functions have been outsourced to multiple suppliers. In particular, this session will explore the constraints and special challenges posed by multi-sourced domains and governance structures and mechanisms purpose-built to address them.

*Craig Wolff is a partner and charter member of Pillsbury's Global Sourcing practice - a distinctive advisory practice that integrates the complementary skills and talents of sourcing consultants and attorneys in a single, customer-friendly solution. For 25 years, Mr. Wolff has helped lead outsourcing customers safely through the most difficult mine-fields in outsourcing transactions.*

**TRACK05:** Social Responsibility and The Human Side of Outsourcing

This track addresses how companies embrace responsibility for their actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered as stakeholders.



**Track Chair: Rich Etzkorn, Executive Managing Director, Cassidy Turley**

*Rich Etzkorn is responsible for the overall management of Cassidy Turley Corporate Services operations. Rich oversees the account teams comprising more than 350 associates. These teams are responsible for managing more than 25,000 locations for Cassidy Turley clients in the United States and across the globe.*



**MONDAY FEBRUARY 18 | 3:30 pm – 4:20 pm**

**One City’s Testament to How Rural Sourcing has had an Impact on their Community E**

**Deke Copenhaver, Mayor of Augusta, GA**

**Monty Hamilton, CEO, Rural Sourcing**

Augusta, GA is traditionally thought of as the place where the Masters, golf’s greatest tournament, is played. However, Mayor Deke Copenhaver has made it his goal during his tenure as mayor to turn Augusta into much more. It has been through attracting companies like Rural Sourcing, Inc. and other technology-driven companies that Augusta has its sights set on becoming the next Austin, Texas.

*Copenhaver currently serves as Mayor of Augusta, Georgia having been first elected in 2005 to serve out an unexpired term and being subsequently re-elected in 2006 and 2010. Mr. Copenhaver was born in Montreal, Canada and raised in Columbia County, Georgia. Mayor Copenhaver attended the University of Georgia and earned a B.A. in Political Science from Augusta College. Hamilton has a bold vision for the IT outsourcing world...doing it right here in the US. Using the highly trained labor available in low cost of living, high quality of life locations like Jonesboro, AR and Greenville, NC, Rural Sourcing, Inc. helps Fortune 1000 companies and mid-sized businesses alike reduce their IT costs while at the same time creating new high tech jobs onshore.*



**TUESDAY FEBRUARY 19 | 1:50 – 2:40pm**

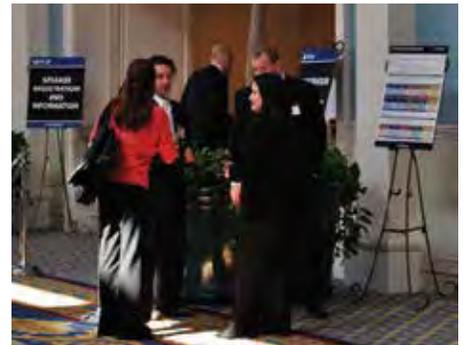
**Understanding CSR in Outsourcing E**

**Tim Hopper, Responsible Sourcing Manager, Microsoft**

**Peter Scarpelli, VP, Global Director of Energy & Sustainability, CBRE**

IAOP has developed and will soon publish The Professionals’ Guide to CSR in Outsourcing. This work, sponsored by the IAOP CSR committee, is the culmination of four years of research and reflects the growing trends in all industries for more responsible social and environmental actions. The Guide, and this session, provides an overview of CSR issues that are relevant to outsourcing. This session will describe different CSR models and global standards for providers and buyers to consider. The Guide and this session will describe best practices from leading outsource organizations and presents a maturity model to measure outsourcing levels. Finally, participants in this session will learn how to implement CSR initiatives and build capabilities in their organizations.

*Tim Hopper is the Responsible Sourcing Manager for the Microsoft Global Outsourcing’s Service Providers where his responsibilities include extending Microsoft’s social and environmental practices to its global services outsourcing solutions. Pete Scarpelli joined CBRE in 2010 and is the VP, Global Director of Energy & Sustainability. Based in Chicago, Mr. Scarpelli leads the firm’s Global Energy & Sustainability (GES) services platform for Global Corporate Services (GCS) and Asset Services.*



**TRACK06:** Trends in Global Business, Outsourcing and Shared Services

This track will address topics that IAOP's global membership and the outsourcing community have let us know are top of mind as noted in the 2012 Summit evaluations.

**Track Chair: Jag Dalal, COP, Managing Director Thought Leadership, IAOP**

Jag is one of the best-known and most highly respected thought-leaders in the field. In addition to his role at IAOP, he has worked as an outsourcing customer at corporations including Xerox and Carrier, as one of the founding partners of the business process outsourcing practice at PwC, and most recently his own firm, JDalal Associates.

**MONDAY FEBRUARY 18 | 3:30 pm - 4:20 pm****P&G Commercial Services: Bringing Outsourcing to the Front Office** **Andy Walter, VP, Global Business Services, P&G****Marco Ziegler, Executive Director, Global Consumer Goods and Services Practice, Accenture**

The consumer goods industry landscape is changing. Advances in retailer sophistication, heightened competition, and increased consumer demands make it a must for consumer goods companies to develop and strengthen customer (retailer) relationships and consumer interactions. By simplifying and streamlining marketing and sales processes, consumer goods companies can increase operational efficiency and effectiveness, allowing their people to focus on deepening customer and consumer relationships. Although outsourcing front office responsibilities like this are not traditional, P&G is successfully running outsourced Commercial Services that deliver standardized, global marketing and sales processes to the business. By leveraging innovative business processes P&G has achieved scale, agility and speed to transform its business. This session will talk about how P&G continues to transform consumer goods industry processes through BPO and how outsourcing is moving from the back office to the front office in client firms.

*Walter is Vice President of P&G's Global Business Services. Previously, he was the director of Business Intelligence for P&G's Global Business Services. Ziegler's current role is leading client relationships with global consumer products companies through business process changes, technology and outsourcing of key functional processes. He has also managed projects in system design and implementation, global sales and distribution, enterprise transformation and post merger integration for consumer products, automotive and distribution companies in United States, Asia, Canada and Europe.*

**MONDAY FEBRUARY 18 | 4:30 – 5:20pm****Is Outsourcing Dead? The Front End of the Next Big Thing** **Cliff Justice, U.S. Shared Services and Outsourcing Advisory Lead, KPMG****Lee Coulter, CEO, Ascension Healthcare**

There is a revolution taking shape in the business services industry, one that disregards the traditional shared services and outsourcing rules and centers the design of support services on the needs and priorities of the enterprise as a whole. In the past, outsourcing has been an effective way to leverage low cost labor, avoid capital, and offload low-value processes to a low cost supplier. But that is changing. For many companies, outsourcing, while initially pursued as a tactical cost lever, has proven to be a catalyst for change that has helped companies implement new processes and technologies, reduce costs, integrate a global talent pool, and change their overall business through the use of partners. Today, the benefits of labor arbitrage are declining, performance demands are increasing and many providers are delivering more complex services with greater industry knowledge and business acumen. While total cost is still a priority, success is more often determined by the value and overall contribution to the business than by labor cost savings alone. This session will take a candid look at how outsourcing is changing – and who will be the winners and losers. We will discuss how real organizations are leading their business in this new environment.

*Justice leads KPMG's U.S. Shared Services and Outsourcing Advisory practice, one of the largest and most comprehensive sourcing and business services advisory practices in the world. He is a recognized leader in shared services and outsourcing with more than 20 years of experience in industry operations, outsourcing, offshoring, and enterprise services transformation. Coulter is a change leader with a unique combination of business, transformation, and technology skills developed over more than 25 years leading profit centers, operations and holding staff positions in some of the world's largest companies such as General Electric, AON, Ascension Health, and Kraft Foods.*





**TUESDAY, FEBRUARY 19 | 11:20 – 12:10pm**

**Software Engineering and Outsourcing E**

**Moderator: Anupam Govil, Partner, Avasant**

**Roman Kaplun, Director Global Sourcing, Hotwire, Inc.**

**Przemslaw Berendt, VP Global Marketing, Luxoft**

**Keith Jones, Sr. Director Aerospace, Infotech**

**Mahesh Patel, Manager, Global Engineering Sourcing, Pratt & Whitney**

In this session the Director of Global Sourcing at Hotwire will share the journey through the decision process to outsourcing their software development processes and why Eastern Europe was a key destination for them. He will share examples of successes with their offshore development activities as well as challenges in key areas such as innovation. This session will conclude with a panel discussion of leading IAOP Corporate Customer and Service Provider Members that are leveraging Eastern Europe as a destination for software engineering outsourcing services. *Govil is a Partner with Avasant and President of Avasense, a Sourcing Governance software company (wholly owned subsidiary of Avasant). Anupam joined Avasant after the acquisition of his previous company Global Equations. Since 2006, Kaplun has been managing offshore software development for Hotwire, Inc. Kaplun was initially responsible for building an offshore team, and integrating offshore development practices into Hotwire's SDLC. In recent years, he played a key role helping Hotwire transition form a traditional Waterfall development process to Agile. Berendt is responsible for the overall marketing strategy of Luxoft. Przemek has broad management experience ranging from organization management to IT product development and commercialization.*



**TUESDAY, FEBRUARY 19 | 1:50 – 2:40PM**

**Maximizing Value in Multi-Country Sourcing ★**

**Michael S. Mensik, COP, Partner, Baker & McKenzie**

**Gregg Goldman, Executive Director, IT, UBS**

**Michael Gill, Lawyer, Accenture's Legal Group**

Many companies today have implemented or are migrating from local procurement of goods and services to centralized or regional procurement centers of excellence for the procurement and delivery of goods and services for affiliates located in multiple countries. Those relationships are complex for any number of reasons – logistics, unique country-specific operational and other requirements, but also local legal, regulatory and tax considerations, many of which have cross-border implications. Companies have adopted various models for addressing the sourcing of goods and services for a global enterprise. How can these models be simplified and optimized to take advantage of available technologies, minimize transactions costs, avoid non-recoverable indirect taxes and unnecessary direct tax exposure, and achieve other efficiencies while properly addressing performance, compliance, solvency and other risks? Are better models available? Our panel, which includes a customer, provider and legal and tax advisor, will explore these questions and provide actionable advice on addressing them.

*Mensik, a co-chair of Baker & McKenzie's sourcing and privacy practice, regularly advises clients on structuring, negotiating and implementing multi-country outsourcing and shared services arrangements. He is a longstanding member of IAOP and has been inducted into its Outsourcing Hall of Fame. Gregg is part of the IT, Contracting & Shared Services Legal team at UBS AG as well as the regional lead for IP and Privacy legal. Gill is the Associate General Counsel Global Contracting and has over 15 years of outsourcing experience. He has been involved in many of Accenture's largest outsourcing arrangements.*



**TUESDAY, FEBRUARY 19 | 3:10 – 4:00pm**

**Advancing Your Customer Care Model Through Insourced/Outsourced Shared Services C**

**Jerri-Lynn Misiak, ED, HR Shared Services Alberta Health Services**

**Eileen Laudadio, Director, Deloitte**

This session will provide participants with the experiences from both the lens of a shared services executive and a consultant. Together they will provide first-hand experience and learnings with how to define the strategy, build the conceptual model, design, build and sustain multiple shared services centers enabled by both insourced and outsourced solutions.

*Misiak is the Executive Director for HR Shared Services and the Provincial HR Transformation Program for Alberta Health Services, impacting over 100,000 employees across Alberta. Laudadio, a Director for Deloitte, leads HR transformations enabled by shared services and technology; services provided by both insource and outsource delivery models.*



**SESSION KEY :** E **EVERYONE** C **CASE STUDY** A **ADVANCED** ★ **EXPERIENCED**



**TUESDAY, FEBRUARY 19 | 3:10 – 4:00pm**

**How Onshore Delivery Can Help Enterprises Rebalance Their IT Sourcing Portfolios** **E**

**Pete Ihrig, Senior VP and GM, US Enterprise Markets, CGI**

When it comes to IT outsourcing, enterprises are faced with balancing needs for quality, risk, value and time to market. To give clients greater flexibility and choice in their outsourcing options, CGI has created IT delivery centers in small-town America since 2006 to provide robust, multi-shore capabilities (onsite, onshore, nearshore and offshore). CGI's U.S. onshore delivery centers tap into high-quality yet lower-cost talent to provide value to clients, employees, and the communities where the centers are located.

*Pete Ihrig is Senior Vice-President and General Manager for CGI's U.S. Enterprise Markets. He has general management and client responsibility for the US business units delivering systems integration, intellectual property, consulting, outsourcing and managed services to the commercial, state and local government markets. Pete also has national responsibility for CGI's on-shore centers of excellence. As a member of CGI's Management Committee, Pete participates in the development and execution of CGI's global operations and strategy.*



**TUESDAY, FEBRUARY 19 | 4:10 – 5:00pm**

**The Knowledge Worker of the Future** **E**

**Andrew Lewkowicz, SVP, RR Donnelley**

This session will introduce a new way to look at knowledge worker productivity with real world outsourcing solutions that save time and money across a growing range of KPO areas.

*Andy leads RR Donnelley's Global Outsourcing (GO) business development efforts in the US and in Asia. He has led complex outsourcing engagements for a wide range of Corporate, Banking, Insurance and Professional Service clients across Creative Communications, Research and Analytics and Finance & Accounting functions. Prior to his work in Global Outsourcing, he was founder and President of Donnelley's Healthcare Communications Solutions business unit and President of Merrill IR Edge, a SaaS unit of Merrill Corporation that provided Investor Communications solutions.*



**TUESDAY, FEBRUARY 19 | 4:10 – 5:00pm**

**Outsourcing in China – Future Outlook & Experiences from Qilu Software Park** **E**

**Bill Liu - Manager of Overseas Dept. Qilu Software Park**

China is quickly becoming not just a major destination for outsourcing services but also a major internal user/customer of outsourcing services for its China-based organizations as well. During this session, you will get a contemporary "insider's view" of the rapidly expanding China Outsourcing Market and what to expect over the next decade. Issues and opportunities will be highlighted including key subjects such as information security, intellectual property protection and other timely topics. Qilu Software Park will also share how their outsourcing services model and participating organizations (customers and providers) are working together to deliver successful outsourcing outcomes.

*Bill Liu is Manager of Overseas Department of the Qilu Software Park. With over ten years of marketing experience, Bill has been serving as an effective liaison and a catalyst of the cooperative success between international companies and the Chinese government.*



**TUESDAY, FEBRUARY 19 | 4:10 – 5:00pm**

**Duke University/ORN Study: Assessing Sourcing Operational Effectiveness and Maturity** **★**

**Keren Caspin-Wagner, PH.D., Research Associate, Duke University's Fuqua School of Business**

**Jeff Russell, Project Director, Duke University, Fuqua School of Business**

In an ongoing effort to provide you with the most current global outsourcing trends, Keren Caspin-Wagner and Jeff Russell present the results of the current Duke University ORN Study in partnership with IAOP to understand the organizational and key management practices necessary for a successful Strategic Sourcing Organization.

*Caspin-Wagner is a scholar in Strategy and International Business. She is currently working as the Senior Research Associate of the Duke Offshoring Research Network (ORN) at the Center for International Business Education and Research (CIBER) at Duke's Fuqua School of Business. As the Senior Research Associate, she is involved in conducting extensive research on global sourcing of services, and writing industry and academic papers on this topic. Keren received her Ph.D. degree from the faculty of Management at Tel-Aviv University. Russell is currently the Director of Research Operations at the Duke Center for International Business Education and Research (CIBER) at Duke's Fuqua School of Business. His research focuses on offshoring and cross cultural communication effectiveness. He has written and presented extensively on these topics and sits on several advisory boards.*



**TRACK07:** Stepping Up Your Game – Insights from COPs

As requested by IAOP's members, the new advanced track! The faculty is Certified Outsourcing Professionals®

**Track Chair: Donald Mones, COP, Director, Global IT Vendor Management, MetLife**

Donald has extensive experience in overseeing the operational aspects of outsourcing (offshore, near shore and offshore) with a focus on application development, application management and support (AMS), and infrastructure outsourcing (ITO).



**MONDAY FEBRUARY 18 | 3:30 pm - 4:20 pm**

**IT Vendor Consolidation **

**Donald Mones, COP, Director, MetLife**

The buyers of outsourcing services are aggressively consolidating vendors across all technology services. My session will focus on the steps to determine how to approach the process from idea generation to execution, communication and vendor management. How to recognize the benefits and leverage the strategic vendor list discussion will be to ID the risks, opportunities, politics, emotional aspects and finally how to ensure alignment with corporate goals.



**MONDAY, FEBRUARY 18 | 4:30 – 5:20pm**

**Creating a Win-Win with your IT Outsourcing Contracts **

**Giovanni Vaia, COP, Researcher, University of Salerno/Sinapse, Italy**

This session will present research published in I. Oshri, J. Kotlarsky, Global Sourcing of Information Technology and Business Processes, SPRINGER, pp. 217-232. covering the characteristics of the relationships between customers and providers in the specific context of IT services supply; furthermore it provides a peculiar perspective on the relationship between the formal governance, which is mostly realized through the use of contracts, and the informal relations based on trust and commitment between the parties. Moreover, the study underlines that within contexts which are strongly based on the uncertain evolution both of market and technology, the governance of IT outsourcing processes needs the development of complex informal relationships in support of the contracts. The study shows how it is possible to absorb the effects of the market and technology uncertainty within the IT outsourcing contracts and how the use of dynamic contracting together with an explicit attention to the social processes can lead to remarkable operative and strategic benefits.

*Giovanni Vaia, PhD in Organisation and Technology, is professor at Ca' Foscari University Venice at the Department of Management. He teaches Business Administration. His research interests lie in the governance of outsourcing relationship and in the relationship between IT and organisation. Last publications deal with the governance of outsourcing relationships, the evaluation of Information Systems, Performance Management, the organisation and management of Information Systems. He sits on the board of ITSM Forum Italy and chairs the Italy chapter of IAOP.*



**TUESDAY, FEBRUARY 19 | 11:20 – 12:10pm**

**How-To Case Study: Continuous Improvement & Innovation in Contracts & Relationships **

**Sean Heston, COP, Partnership Development, Sprint**

Sprint presents a case study on some of its alliance partnership relationships that are being overseen and further improved from Sprint's newly formed Center for Partnership Development. The case will focus on a few of its large partnerships. These relationships are examples of Sprint's improved partnership capabilities. They represent distinct areas of the business. The relationships and the contracts associated with them are seeking constant improvement and innovation. How the relationships are managed will be discussed. Specific areas to be addressed include: Defining partnership; Defining expectations; Developing Governance; Ensuring Success; Performance Metrics; Mitigating Risks; Change Management and Program Management. Lastly we will look at creating a culture of innovation.

*Heston is a COP with 15 year's expertise in Relationship Management and Governance. In 2009, Sean helped Sprint transition much of its network engineering and operational functions to a managed services provider; at the time the largest deal of its kind.*



**TUESDAY, FEBRUARY 19 | 11:20 – 12:10pm**  
**Integrating Strategic BPO and ITO: A New Challenge for the CIO**   
**Arno Ijmker, COP, Managing Partner, Quint Wellington**

With the rapid emergence of Business Process Outsourcing (BPO) in IT-intensive industries, the definition of strategic outsourcing has been placed in a new context. Many CIOs are struggling with this question, but the answer is not so simple. Strategic sourcing from an IT perspective has become a tactical issue when we look to the broader picture of BPO. This influences the role of the CIO in relationship to his stake holders enormously.

*Arno Ijmker (MBA, COP) is Managing Partner at Quint Wellington Redwood, the Europe headquartered global advisory firm on outsourcing and IT management. He has a background in Finance and is one of the founders of the Dutch Platform Outsourcing. Arno is responsible for Quint's consultancy on outsourcing, benchmarking and architecture & innovation.*



**TUESDAY, FEBRUARY 19 | 1:50 – 2:40pm**  
**Outsourcing, Modularity, and the Theory of the Firm**   
**Gregg Kirchoefer, COP, Partner, Kirkland & Ellis LLP and Co-Authors:**  
**Margaret Blair, Professor of Law, Vanderbilt University Law School**  
**Erin O'Hara, Associate Dean for Academic Affairs, Vanderbilt University Law School**

This session will explore the economic foundation on which the outsourcing business model was built and continues to evolve. The presenters will articulate salient aspects of their paper entitled "Outsourcing, Modularity, and the Theory of the Firm," the abstract of which states: Firms have increasingly moved productive activities from within to outside the firm through outsourcing arrangements. According to some estimates, the value of outsourcing contracts has been nearly 100 billion dollars per year since 2004. Firm outsourcing happens for a number of reasons, including to save labor costs, capture the benefits of regulatory arbitrage, and take advantage of economies of scale in the provision of firm needs. We review a number of outsourcing contracts for evidence that contract techniques are used to help modularize the relationship between the firm and its service provider. Consistent with what modularity theory might predict, some contract terms seem to work to thin the interactions between the firm and its service provider, and this thinning serves to make contracting for otherwise intrafirm services more feasible. Other contract terms serve to help the parties manage the fact that inevitably their relationship will be thick with interactions.

*Kirchoefer is Certified Outsourcing Professional and Partner responsible for the outsourcing practice group, Kirkland & Ellis LLP; Blair is Professor of Law and Milton R. Underwood Chair in Free Enterprise at Vanderbilt University Law School; and O'Hara is Professor of Law and 2010-2011 FedEx Research Professor at Vanderbilt University Law School.*



**TUESDAY, FEBRUARY 19 | 3:10 – 4:00pm**  
**Unlocking the Value of Outsourcing: A Global Economists View**   
**Brook Scott, Economist, Global Research & Consulting, CBRE**  
**Laura Bergan, COP and Vice President, Global Corporate Services, CBRE**  
**Maura Hudson, COP and Vice President, GCS, CBRE**  
**Brian Jordan, Director of Real Estate, Sprint**

In this panel discussion, participants gain a unique perspective on outsourcing's impact on the world economy – and, conversely, global macroeconomic input on outsourcing trends - from the viewpoint of a global economist, an outsourcing service provider, and a corporate practitioner. Session participants will gain the following specific insights and learning objectives: 1) What are the top five macroeconomic predictors of outsourcing growth or contraction? 2) What have these indicators shown over the past 5-10 years for the top outsourcing industries? 3) What impact has outsourcing provided to the global economy, in quantified and intrinsic value? 4) How do these indicators translate to individual company growth or contraction? How might this data be used in individual business strategy? 5) A case study review of how this is analyzed from the real estate outsourcing industry perspective.

*Scott is an Economist, Global Research & Consulting at CBRE; Bergan is a COP and Vice President, Global Corporate Services, CBRE; Maura Hudson, is a COP and Vice President, GCS, CBRE. Brian Jordan is the Director of Sprint Real Estate and has been with Sprint for over 20 years, leading Sprint Real Estate since 2009.*





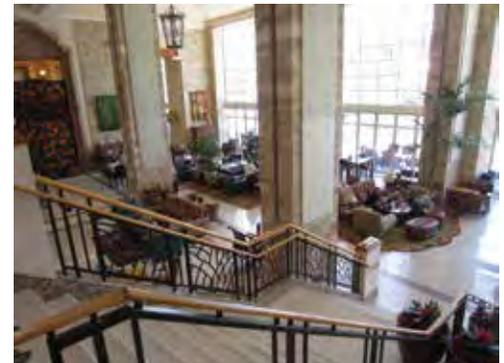
**TUESDAY, FEBRUARY 19 | 4:10 – 5:00pm**

**Managing Global Relationships Cross Culturally: the Do's and Don'ts <sup>A</sup>**

**Surinder Rana, COP, Senior Facilities Officer, IMF, Scott Kennedy, Budget Officer, African Dept., IMF**

This session will focus on the cultural aspects of executing international projects at the country level. The session will delve into the various factors affecting international work, and then focus on the cultural aspects—both social (language, time perception, currency, food, etc.) and business (attire, politics, ethics, communications, etc.) of successfully implementing an international project. Also discussed will be assembling the team—both at the core-, local-, and the expert-level, the planning tools (stakeholder analysis, scope clarification, risk, etc.), and the desired mindset/skills of the individuals best suited for international work. In addition, examples will be presented on how culture impacts the negotiations—specific for the financial and business terms of real estate leases.

*Mr. Rana is a Senior Facilities Officer (regional portfolio manager) at the International Monetary Fund (IMF) - a specialized agency of the United Nations, and is based at their headquarters in Washington, DC. He currently manages the real estate portfolio of the IMF's field presence in sub-Saharan Africa. Mr. Kennedy is the Budget Officer for the African Department at the International Monetary Fund based in Washington, DC. For the past 7 years, he has managed the operations and budget execution for 39 offices located throughout 36 African countries, which includes the leasing of 54 commercial and residential properties.*



# WORKSHOPS



**1:30pm-3:00pm**  
**#1. Outsourcing Certification Primer**

An introduction to IAOP's certification programs, which address the needs of individuals who work across the global outsourcing industry from entry level positions focused on the delivery of outsourced services through to senior executives leading global outsourcing programs at customer, provider, and advisor organizations.



**1:30pm-3:00pm**  
**#2. COP Advanced Intensive (For COPs Only)**

This complimentary in-depth annual update is exclusively for individuals attending The 2013 Outsourcing World Summit who have already earned their COP designation.

Recertification Points Earned: 5

*Workshops are complimentary but you must reserve your seat. Instructions will be emailed to registered delegates.*



**IAOP Membership: Connecting You to the Resources You Need**

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

**MEMBERSHIP...**

**CUSTOMER CORPORATE MEMBERSHIP**

This membership is a fit for organizations that are currently outsourcing or are considering one or more outsourcing initiatives. It 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**

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 providers and advisors.

**PROFESSIONAL MEMBERSHIP**

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 as customers, providers or advisors. In addition, it provides these professionals with direct, personal access to association services.

**MEMBER SERVICES** IAOP membership provides access to a wide range of services designed to help you and your organization improve outsourcing outcomes.

**Pulse Magazine** – IAOP's 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 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** – 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** – IAOP members 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.

**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 each of these member services, visit [www.IAOP.org/MemberServices](http://www.IAOP.org/MemberServices).

**IAOP's Global Chapter Network**

IAOP chapters provide a forum for members to collectively focus on professional development, networking, and the advancement of outsourcing within specific areas of common interest. Each chapter is led by a team of Corporate Member chairs and co-chairs with deep knowledge in the area covered.

At the Summit, chapters will have a continual presence! You'll have the opportunity to speak to chapter chairs and learn more about specific chapters of interest to you.

Interested in chairing a chapter?  
Contact Julie Huson at [julie.huson@iaop.org](mailto:julie.huson@iaop.org)

For more information on IAOP membership, visit [www.IAOP.org](http://www.IAOP.org)

**CHAPTERS...**

- |                          |                          |                                |
|--------------------------|--------------------------|--------------------------------|
| Atlanta                  | Minnesota                | Cloud Computing                |
| Australia                | New England              | Contracting Process            |
| Beijing                  | New York                 | Contact/Call Center            |
| Brazil                   | Nordic                   | Data Security & Privacy        |
| Brussels                 | Pacific Northwest        | Engineering                    |
| Canada                   | Philippines              | Financial Services             |
| Chicago                  | Qingdao/Shangdong        | Global Human Capital           |
| Colombia                 | Rocky Mountain           | Global Technology Industry     |
| Delaware Valley          | Russia                   | Governance                     |
| Eastern Europe           | San Francisco            | IT Infrastructure              |
| Germany                  | Shanghai                 | Life Sciences                  |
| Hong Kong                | Southern California      | Legal & Compliance             |
| India (Bangalore & Pune) | Spain (Madrid)           | Legal Process Outsourcing      |
| Italy                    | Sri Lanka                | Outsourcing Tools & Technology |
| Malaysia                 | Switzerland              | Innovation                     |
| Mexico                   | United Kingdom & Ireland | Process Excellence             |
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**Business Center:** A full-service business center is on site for all of your business needs.

**Attire:** Enjoy the climate and the atmosphere by dressing in business casual for The 2013 Outsourcing World Summit, but please be aware that meeting room temperatures may vary. Bring a sweater or jacket for your personal comfort.

**Please Note:** Name badges are required for entrance to all sessions, the Global Services Mall and networking and social events. Should you have any questions during the conference, please feel free to stop by the Summit Delegate Help Desk where we will be happy to assist you.

## DINING OPTIONS

With ten eateries to choose from, guests will find that JW Marriott Desert Ridge Resort & Spa has re-defined Phoenix dining. From casual poolside fare at Just a Splash to authentic Italian cuisine in Ristorante Tuscany, the dining options are vast and varied at this grand Arizona resort. And if that's not enough, celebrity restaurateur Roy Yamaguchi has joined forces with the resort to present his signature-style creations at Roy's, a favorite of Phoenix Restaurants. The resort also features 24-hour in-room dining service, with a menu that changes seasonally

**Blue Sage** Blue Sage's menu is inspired with a savory mix of contemporary American cuisine, this innovative eatery serves breakfast, lunch and dinner. Savor a 25 ounce Prickly Pear Margarita or a variety of specialty drinks in the bar at this colorful and lively setting. Picturesque, outdoor seating and a delicious breakfast buffet are always on the menu.

**Tuscany** Tuscany is all about authentic Italian comfort flavors, superb, but affordable wines, and exceptional, engaging service. All provided in a warm, inviting atmosphere where guests of any age, whether on business or pleasure, traveling alone or with family, are encouraged to share in a journey of Italian cuisine guided by an attentive service staff, using an array of menu combinations comprised of mouth-watering small plates, generous sharing dishes, and individual entrees.

**Meritage** Where fine wines meet Prime aged steaks. Meritage's hearty menu, alongside prime steaks, also features chicken, seafood and a selection of signature side dishes in a cherry-wood country club like setting. A bold selection of wines by the glass, half and full bottles encourage diners to sample from the steakhouse's fine wine cellar.

**Roys** Famed Hawaiian restaurateur Roy Yamaguchi's renowned Hawaiian Fusion Cuisine is sizzling in flavor and style. First founded in Honolulu in 1988, the highly regarded dining establishment features locations throughout the nation serving innovative Asian-influenced cuisine that makes the most of fresh local ingredients with "Aloha-style service." An impressive wine list allows diners to sample a wide selection of varietals with their meal. Outdoor dining, appetizers or drinks near a welcoming fireplace make this restaurant a favorite among Resort guests. Open for dinner. Reservations recommended.



Accenture is a global management consulting, technology services and outsourcing company. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments.



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Founded in 1976, HCL is a \$6.2 billion leading global IT services company, empowering 90,000 employees to create a real value for the customers. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, IT infrastructure services, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure and network of offices in 31 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services, Public Services and Healthcare.



HGS USA is a global customer relationship management organization with its U.S. corporate office near Chicago, IL. A provider of back office, customer support and CRM solutions by phone, e-mail, chat, and social media, HGS has grown consistently year over year and now has 51 centers located in 12 countries. Ranked as one of the top 100 Global Outsourcing Companies by IAOP, with multiple certifications such as Six Sigma, ISO 9001, 27001, HIPAA, GLBA, and PCI; HGS was recently awarded with eSCM-SP Level 4 Certification by the Information Technology Services Qualification Center (ITSqc), and is the only outsourcing corporation with Level 4 certification in multiple global locations.

KIRKLAND & ELLIS

Kirkland & Ellis LLP lawyers have experience in IT outsourcing matters that predates the use of the term “outsourcing” (i.e., facilities management), handling some of the largest, most comprehensive outsourcing transactions in history. Kirkland's experience covers not only IT outsourcing but also business process outsourcing. Kirkland lawyers have represented both service providers and customers in manufacturing, service, financial and other businesses that seek to outsource critical functions.



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- **VALUE HEALTH CHECK SURVEY**  
Optimize the health and value in your existing outsourcing and/or shared service center relationship with this diagnostic tool.
- **GLOBAL SUPPLY RISK MONITOR<sup>SM</sup>**  
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With more than 110,000 members and affiliates worldwide, IAOP is the leading professional association for organizations and individuals involved in transforming the world of business through outsourcing, offshoring, and shared services.

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### MEMBERSHIP

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achieve better business results through outsourcing.

**Provider/Advisor Corporate Membership** provides the same organization-wide benefits of Customer Corporate Membership, but also includes member-only sponsorship opportunities that serve the marketing and business development needs of these companies.

**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.

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1st

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5th

largest ICT Market in the World US\$ 211 B

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CAGR

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**Educational Track Session**

Day: 19 February, 2013 | Time: 3:10 to 4:00 pm | Track 1, Round 5 | The 2013 Outsourcing World Summit

- Explore the Co-Managed IT and its associated challenges & risks
- Learn about the effectiveness of this model from the subject matter experts
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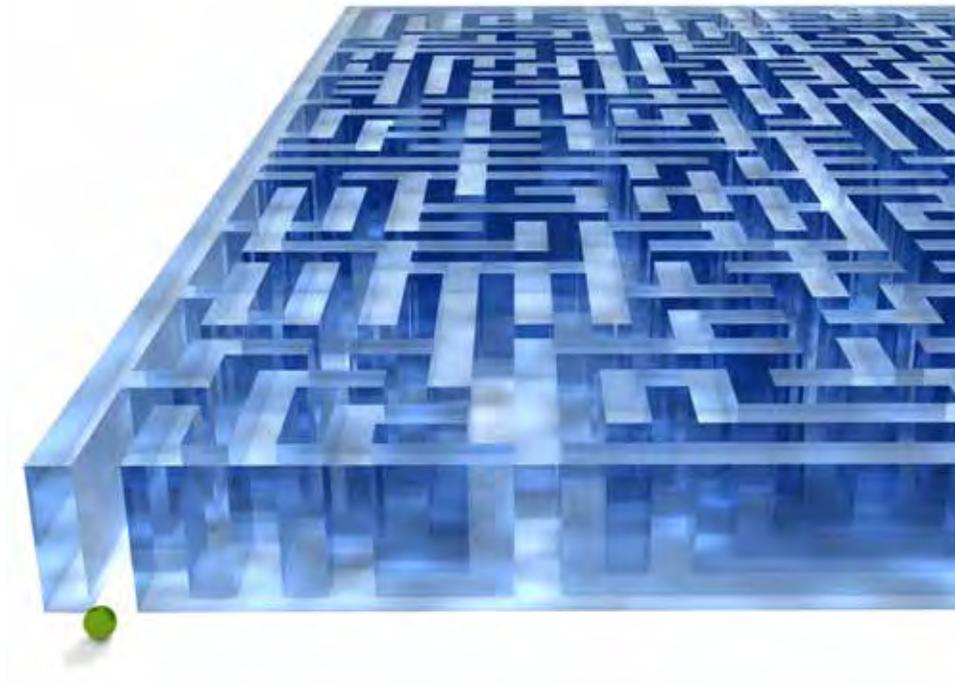
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Venue: JW Marriott, Phoenix, Arizona, US

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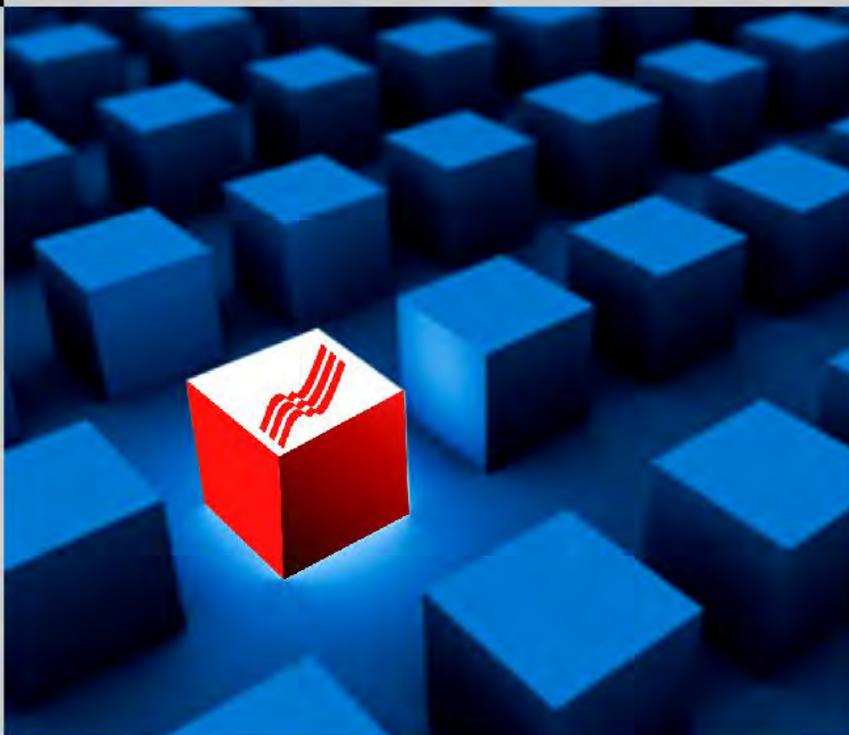


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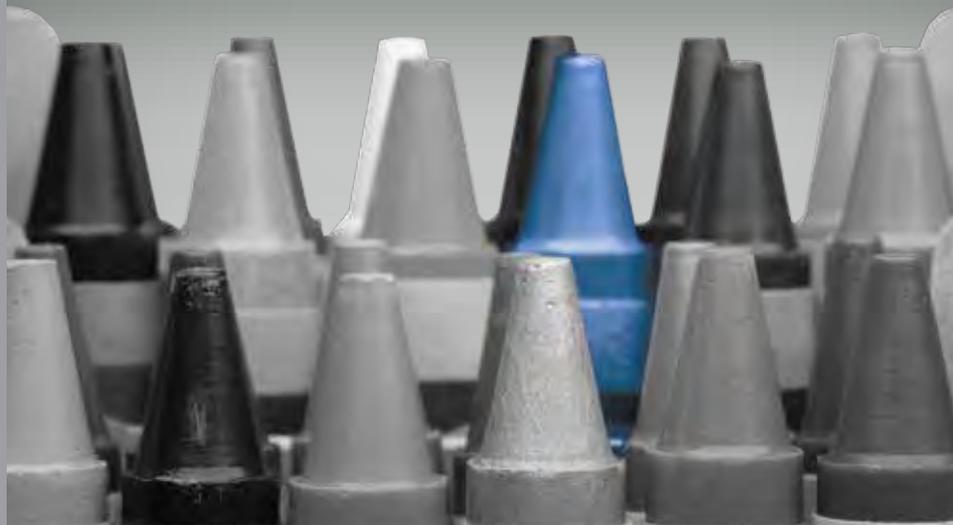
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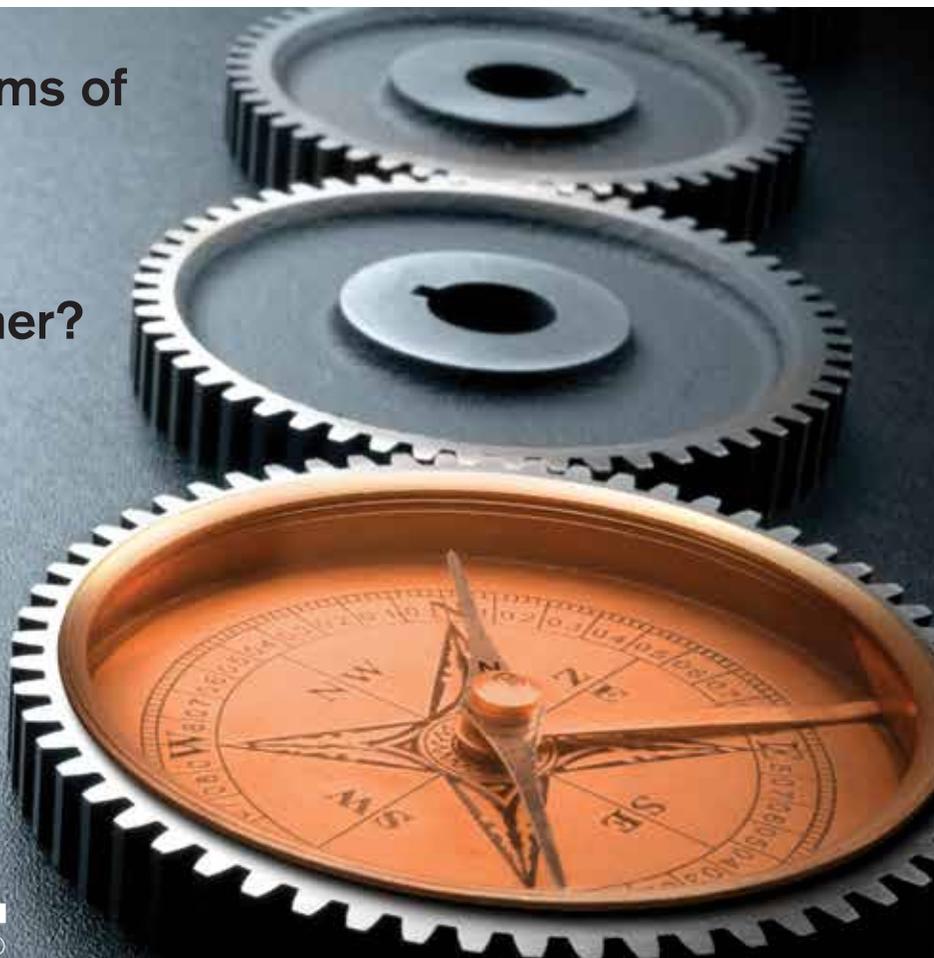
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## THE 2013 OUTSOURCING WORLD SUMMIT JW Marriott Phoenix Desert Ridge | Phoenix, Arizona February 18-20, 2013

Join us on Tuesday February 19th, at the  
Summit's Gala Luncheon as we present the 2013:

### Outsourcing Hall of Fame Awards

MORTON H. MEYERSON Chair and CEO of 2M Companies, Inc.

DANA S. DEASY Group Chief Information Officer, BP

JOHN K. HALVEY Group Executive Vice President and General Counsel, NYSE Euronext

### Global Excellence in Outsourcing (GEO) Awards

Sears Holdings Sprint Nextel

### Member of the Year Awards

as well as pay tribute to the **Global Outsourcing 100** and  
**World's Best Outsourcing Advisors**



