

# 2009 Black Book of Outsourcing®



## Top Outsourcing Advisors & Consulting Firms

Full Service Outsourcing Advisors  
Boutique Advisors  
Benchmarking Consultants  
Independent Research Organizations  
Globalization Advisors  
Legal Outsourcing Firms

Results and Rankings

**BROWN & WILSON**

**2009**

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# **Top Outsourcing Advisors and Consulting Firms**

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Brown-Wilson Group, Inc.  
The Black Book of Outsourcing®

[www.TheBlackBookOfOutsourcing.com](http://www.TheBlackBookOfOutsourcing.com)

Brown-Wilson Group annually conducts the leading global outsourcing advisors survey, compiling the unbiased opinions of nearly 3000 corporate clients & users across 20 unique operational excellence key performance indicators. The Top Outsourcing & Offshoring Advisor Results & Rankings are reported completely from the perspective of the client experience.

Independent and unbiased from vendor and advisor influence, over 800,000 global outsourcing users are invited to participate in Black Book surveys. In 2009, Advisors were not alerted or contacted directly in a direct effort to validate past experience scores of the opening or close of the Black Book consulting firm evaluation process. In past survey years, consultants and advisors were encouraged to contact their clients to participate. The 2009 data set produced current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media, as well as validated the opinions of actual users without interference of influence from those firms being studied.

For information on hard-copy or electronic reprints of The annual State of the Outsourcing Industry Report, available each June, please contact the Client Resource Center at +1 727.784.6689 or [vijay.j@brown-wilson.com](mailto:vijay.j@brown-wilson.com) Other gratis survey results sets and reports can be downloaded from the resource tab at [www.TheBlackBookOfOutsourcing.com](http://www.TheBlackBookOfOutsourcing.com)

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Brown-Wilson Group's unrivaled objectivity and credibility is perhaps your greatest assurance. At a time when alliances between major consultancies and suppliers have clouded the landscape, Brown-Wilson Group remains resolutely independent. We have no incentive to recommend specific outsourcing vendors or advisors. Our only allegiance is to help you achieve the results you want with the best possible solution.

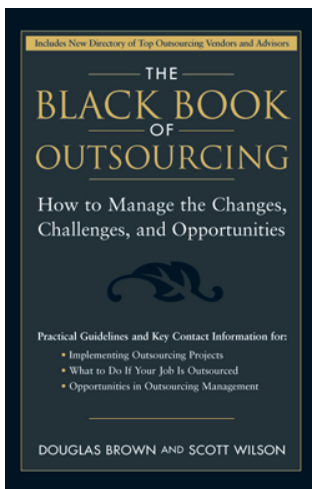
*The Black Book of Outsourcing: How to Manage the Changes, Challenges and Opportunities*, published by John Wiley & Sons Publishers, Inc. is the bestselling management book, available in its second edition in June 2008 in four languages around the world, everywhere books are sold.

**About The Black Book of Outsourcing®**

Released first in May 2005 by John Wiley & Sons Publishers, "The Black Book of Outsourcing" is the world's best-selling business book on the subject.

With over twenty print runs of the first edition in five languages, "The Black Book" will be re-released in an updated format in 2009 by Wiley.

Available wherever books are sold.



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Brown-Wilson Group, through The Black Book of Outsourcing, maintains the business perspective that because the outsourcing marketplace is so complex and dynamic, the outsourcing industry is looking for the most valid and premium knowledge. BWG's answer to that need has been to provide continuous supplier data and research that helps buyer executives throughout their process-improvement lifecycle, investors in their due diligence processes, and vendors with a measurement standard set to improve customer services. This report has been developed for the global outsourcing industry with the single purpose to ensure the growth and success of initiatives by clients, users, prospective clients, analysts, venture capitalists and investors, media outlets and press, competitive vendors, subcontractors, service suppliers, supporters and advisors in the evolving outsourcing continuum.

BWG's Investment Philosophy: As a privately held company, Brown-Wilson Group believes that our customers are our primary constituency. A large percentage of every revenue dollar is reinvested back into our independent survey instruments and programs, including additional auditors and analysts, more industry coverage, and extensive unbiased research. Our steady growth over the past 6 years reflects our commitment to investing in our customers and the satisfaction process in the global outsourcing and offshoring industry exclusively.

# Introduction

Each year, Brown-Wilson Group and Black Book Research undertakes annual survey sets into organization's satisfaction with their outsourcing service providers and advisors.

These research results are recognized as the most extensive and representative perception study of outsourcing vendors, validated by over 24,226 respondents from service users around the globe. From a base of over 4300 suppliers, Each vendor receives an average 5 qualified client ballots. 1780 suppliers receive an average of 10.3 ballots that qualifies them for ranking.

401 Outsourcing advisory and consultant firms were nominated in 2009, 80 of which received top honor rankings in the various consultation categories. 2529 validated client ballots were received in the advisor categories.

The 2009 study was performed in blind four week survey without influence from advisor firms.

The global marketplace is growing increasingly competitive, corporations are being required to streamline operations and cut costs in order to preserve profitability. Advisors lead their clients through the complex steps from the decision to outsource through governing the vendor relationship and renegotiations.

Clearly, the leaders in the outsourcing advisory space in 2009 have demonstrated the expertise of market focus and customer centricity.

The marketplace results of this comprehensive research study, are used by

- Current managed services clients to compare other users' experiences with similar and competitive outsourcing advisors.

- Prospective outsourcing clients to long list advisors in the RFI stages, or contrast final cut consultants in selection stages or subset in the outsourcing process

- Investors, venture capital firm, analysts, M&A experts and bankers in making financing decisions;

- Media and press to recognize industry outsourcing trends as collected from client ballots particularly relating to advisors and consultants in the industry;

- Most vendors seeking to establish corporate relationships and channel marketing with best practice advisors;

- Advisor groups and consultants to inform their go-to-market strategies, assess their perceived strengths and weaknesses, educate their staffs, communicate to a wider market, and fine-tune their improvement and marketing position programs;

- To assist in accreditation and validate quality improvement efforts of the advisor group;

- Benchmarking the consultants' services and outcomes in quantitative scores.

It also provides them with the opportunity to understand the perceived client approval and satisfaction of their advisors compared to the market at large.

# Black Book Advisor Survey Overview

In 2009, the Black Book Advisory client survey investigated over 1000 contracts held by 420 of the top outsourcing conglomerate corporations as well as midsize organizations globally.

Twenty (20) Advisor-unique Key Performance Indicators (KPIs) or criteria are employed, scored on each respective advisor by client type and ranked on a 1-10 scale per KPI.

The most important issue reported by over 92% of all current outsourcing client respondents this year is for prospective buyers to have a strategic global sourcing strategy before embarking on a vendor search. An organization's outsourcing design should consider its own business strategy, how its competition is approaching outsourcing and what capabilities are or will be available from global service providers over the next one to three years. Current industry users also agree (94.8%) that most new buyer organizations do not have the internal staff, capabilities, research and insight to perform this in a timely or effective fashion as yet.

Sourcing advisory firms are a new breed of industry consultants and lawyers worldwide that advise customers on selecting outsourcing service providers and helping set and execute sourcing plans. Sourcing advisory firms negotiate outsourcing contracts ranging in value from millions to several billion dollars on behalf of their customers, and do so with the experience of knowing how much to pay and what is required to effectively match unique initiatives.

There have been several developments in the evolution of outsourcing and offshoring that almost require external assistance to navigate. For instance, most US companies have outsourced some portion of their business to lower costs and, over time, have achieved cost

savings in the outsourced portion of the business. However, unless your efforts in outsourcing to lower costs are unusually superior to your competitors, you are not gaining much of sustainable strategic or economic advantage, since your competitors are outsourcing just like you are. It was customary in the earlier stages of outsourcing and offshoring that advisors were used to assess readiness, write RFPs, select vendors, manage implementations and transitions and provide pricing insight.

Leading companies are now using global resources to drive new forms of revenue and grow their top line. Companies are realizing new forms of business value through their global sourcing partnerships by accelerating new product development, shortening time-to-market and finding successful entrées into new markets. Companies that are realizing these benefits from their global sourcing strategies are also creating new forms of value for their customers and sustainable competitive advantages. Still, most aren't prepared internally to make these decisions alone and those that do report regretting that choice.

# Full Service Outsourcing Advisors

Full Service Outsourcing/Offshoring Advisors have the staff, expertise and resources to deliver consulting advice on any and all stages of business initiatives. A typical full service client is often a company officer with a cross-enterprise view looking for help to drive sustainable outsourcing results across their organization.

## Defining Full Service Outsourcing/Offshoring Advisors

The Full Service Advisor ranking is the compilation of mean scores from five subcategories of outsourcing advisory functions:

- ▶ Information Technology Outsourcing (ITO) Advisors
- ▶ Human Resources Outsourcing (HRO) Advisors
- ▶ Financial & Accounting Outsourcing (FAO) Advisors,
- ▶ Business Process Outsourcing (BPO) Advisors, and
- ▶ Benchmarking & Research Advisement

## Defining Boutique Outsourcing/Offshoring Advisors

The Boutique Advisor ranking encompasses advisory firms which focus primarily in up to three functions above, but typically specialize in one. Firms might also offer all functions but have less than twenty consultants.

In 2009, the Full Service Advisory consultants have experienced increased client interest in many of the historically knowledge-based, often industry-specific processes. As clients' outsourcing advisement needs have evolved with the tide of industry changes, these full service advisors are now assisting clients as they explore evolving areas such as clinical data trial management, market analytics, legal processes, complex supply chain programming, engineering services and research and development among new outsourcing programs. While these are not always direct revenue items, they are processes much closer to the revenue stream than say processes such as payroll, accounts payable, and data processing.

It is now commonplace for the clients of Full Service Outsourcing/ Offshoring Advisors to desire business transformation and the resulting improvements that often ensue. The outsourcing service provider community has matured and can be a strong business transformation partner and full service advisors have created their needed role. It should be noted, that while the term business transformation is sexy, it comes with a cost. Full Service Advisors work with clients to help them understand the cost/benefit of a full transformation and map them to their objectives to determine the appropriate depth of custom transformation.

Full service advisors must be able to guide clients throughout the process, from the initial strategy through ongoing management to ensure they achieve their desired results. These are the best at delivering on that goal.

## Key Findings

### ▶▶ KEY FINDING: MOST IMPORTANT CUSTOMER SATISFACTION KPIS

**Client Relationship** and **Trust** are the most important attributes influencing **Advisor** client satisfaction with their 2009 outsourcing customers.

### ▶▶ KEY FINDING: ADVISOR DISSATISFACTION IS UNCOMMON IN THE OUTSOURCING INDUSTRY AMONG TOP RANKED SUPPLIERS IN BUNDLED, ITO, HRO & BENCHMARKING INITIATIVES, IN PARTICULAR

Strong dissatisfaction is uncommon in these project types, occurring in less than 2.7% of US client types, 4.3% of UK & European clients, and 6.5% of International organizations.

### ▶▶ KEY FINDING: FULL SERVICES AND BUNDLED ADVISORY ARRANGEMENTS FROM A COMPREHENSIVE/END-TO-END FIRM PRODUCES THE HIGHEST SATISFACTION RATES CURRENTLY

## 2009 Full Service Outsourcing Advisor TOP HONORS OVERALL

**TPI\***

\* Second Consecutive Year

## 2009 Full Service Outsourcing Advisors TOP FIRM BY FUNCTION

### #1 INFORMATION TECHNOLOGY

**TPI\***

\* Second Consecutive Year

### #1 HUMAN RESOURCES

**TPI\***

\* Second Consecutive Year

### #1 FINANCE & ACCOUNTING

**Equaterra**

### #1 BUSINESS PROCESS & KPO

**Avasant\***

\* Second Consecutive Year

### #1 BENCHMARKING & PROCUREMENT

**Alsbridge ProBenchmark**

### #1 RESEARCH

**Datamonitor-Ovum-Orbys**

# Top Outsourcing Advisors by Region

**USA & North America  
Outsourcing Advisor  
TOP HONORS**

**TPI\***

\* Second Consecutive Year

**UK & Europe  
Outsourcing Advisor  
TOP HONORS**

**Datamonitor Ovum Orbys\***

\* Third Consecutive Year

**India (Domestic) & SE Asia  
Outsourcing Advisor  
TOP HONORS**

**Global Equations**

**Australia - Japan  
Outsourcing Advisor  
TOP HONORS**

**Datamonitor Ovum Orbys\***

\* Third Consecutive Year

**Middle East - Africa  
Outsourcing Advisor  
TOP HONORS**

**Datamonitor-Ovum-Orbys**

**Latin America  
Outsourcing Advisor  
TOP HONORS**

**Alsbridge**



# Boutique Advisors

Boutique firms support their clients with highly specialized outsourcing expertise. Boutique firms choose to focus on a smaller number of industries, outsourcing functions or methodologies. There are a couple of common misconceptions about boutique outsourcing advisory firms. One is that being a boutique consulting firm necessarily implies being a small firm. This is not the case. A boutique is determined not by size, but by focus. All this said, we should note that many outsourcing boutiques are indeed small, ranging from upwards of 200 employees down to a single consultant. Often, boutique consulting firms grow from the expertise and client relationships of one to five founding partners, and unless it sells a consistently large flow of work, the firm has no compelling reason to grow quickly. Also, smaller boutiques can deliver services at lower costs than the larger consultancies because a smaller firm requires less overhead and less extra "capacity" (i.e., consultants), so their services might seem more attractive to prospective clients than those of the more expensive full service outsourcing advisory firms.

**2009**

**Boutique Outsourcing Advisor  
TOP HONORS OVERALL**

**Pace Harmon \***

\* Third Consecutive Year

**2009**

**Boutique Outsourcing Advisors  
TOP FIRM BY FUNCTION**

**#1 INFORMATION TECHNOLOGY**

**PaceHarmon\***

\* Third Consecutive Year

**#1 HUMAN RESOURCES**

**Vales Consulting**

**#1 FINANCE & ACCOUNTING**

**PaceHarmon**

**#1 BUSINESS PROCESS OUTSOURCING**

**Technology & Business  
Integrators (TBI)**

# Specialty Advisors

**Research and Data Services Firms:** Expert outsourcing research firms create business and technology strategies that meet short-term goals and position clients for long-term success. Top outsourcing data firms develop proprietary and advanced research, analytics, databases, templates, and toolkits covering all aspects of outsourcing to provide strategic intelligence, analysis and insight that assist clients in making important business decisions. Clients and prospective buyer companies and investors can make better outsourcing decisions regarding growth, adoption by buyers and suppliers, location determination, vendor selection, contractual terms, value creation and risks, globalization strategies, determination of best practices and choosing execution models...all from great data.

Globally, thousands of industry professionals utilize external outsourcing data research as an indispensable resource. Most markedly, research companies provide independent, insightful, and instantly applicable to your specific business challenges without employing a multitude of expert analysts in-house.

**Corporate Globalization Firms:** Corporate Globalization Consultants: 2009 is the year when outsourcing clients and buyers/prospective buyers are commanding steps to implement strategic globalization plans. Still, over 83% of organizations with directives to plan and implement such strategies have yet to produce a plan and execute. Of the 23% who have successfully moved into corporate globalization, only 40% have utilized an advisory firm to move them into the process To split the hair further, almost 98% recommend employing a top globalization advisor to best leverage knowledge and strategically organize for the competitive advantage fastest. Corporate globalization consulting firms should expect a busy year.

**2009**

**Corporate Globalization Firm  
TOP HONORS OVERALL**

**neolT**

**2009**

**Independent Research Firm  
TOP HONORS OVERALL  
Datamonitor Ovum Orbys**

**Outsourcing Legal Advisors:** Outsourcing contractual law has been at the forefront of global sourcing since the 1980s with extensive track record in IT outsourcing, business process outsourcing, business transformation outsourcing, technology transformation, off shore services or strategic services.

Outsourcing lawyers negotiate the full range of strategic sourcing transactions, helping clients shorten the sourcing cycle, speed the realization of benefits, and design lasting solutions that effectively support their strategic and operational objectives.

**2009**  
**Legal Outsourcing Advisors**  
**TOP HONORS OVERALL**  
**Baker & McKenzie**

**Benchmarking:** Benchmarking has been used to define a broad list of comparison activities. In outsourcing, benchmarking most commonly refers to a project undertaken by an independent third-party to compare an outsourcing transaction to the broader marketplace for services (a Price Benchmark).

Benchmarking may also refer to an internal comparison of the cost to deliver services to that of similar organizations (a Cost Benchmark), or a comparison of internal processes and how well they adhere to a standard such as ITIL (a Process Benchmark). Price Benchmarks are commonly used to compare pricing, services, SLA structures, and other aspects of an outsourcing transaction (or a potential transaction) to those of similarly structured transactions common in the open market.

Price Benchmarks are often a contractual requirement in IT and BPO outsourcing deals (known as Third Party Benchmarks). In addition, Price Benchmarks are used by clients to better understand proposals from vendors, to determine if renegotiations are warranted, or to understand market alternatives prior to adding scope or scale to an existing outsourcing agreement. Simply put, a Price Benchmark is analogous to a Real Estate appraisal, where market pricing is determined by an independent firm that researches similarly scoped outsourcing deals (as in “sales of similar homes”) and makes adjustments for services differences between the various contracts being compared (whereas a realtor would adjust for number of bedrooms, bathrooms, acreage, a third-party benchmarking firm might adjust for scope, volume and services levels).

Benchmarking not only looks at pricing, but can also highlight structural and relationship issues which may cause friction between the parties. Benchmarking is a useful way to create meaningful comparisons for clients while ensuring that the contract will be flexible enough to evolve as client requirements change over time.

**2009**  
**Benchmarking Firm**  
**TOP HONORS OVERALL**  
**Alsbridge ProBenchmark**

# Black Book Methodology

## How the Data Is Collected

Black Book utilizes a three-step process to collect candid performance data. First, Black Book collects a series of direct evaluations covering 20 performance areas on Outsourcing Advisory Firms, which comprise the scored ranking of “Black Book Top Advisors” survey and client recognition award.

The gathered data is subjected immediately to an internal and external audit to verify completeness and accuracy, and to make sure the respondent is valid while ensuring the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Brown-Wilson executive and at least two auditors. In this way, clients are able to clearly see how an Advisor Firm is truly performing.

Third, Black Book collects ballot results on 20 performance areas of consultation excellence to rank Advisors by outsourced practice outcomes and subjected to the same audit and validation processes.

Other outsourcing vendor and situational studies are conducted on areas of high interest such as Green Outsourcers, Educational Providers in Outsourcing, Outsourcing Benchmarks and Boutique Advisors. These specific survey areas range from fourteen to twenty questions or criteria each.

## Understanding the Statistical Confidence of Black Book Data

Statistical confidence for each performance rating is based upon the number of organizations scoring the outsourcing service. Black Book identifies data confidence by one of several means:

1. Top Ten ranked vendors and advisors must have a minimum of five to ten unique clients represented. Broad categories require a minimum of ten unique client ballots. Data that is asterisked (\*) represents a sample size below required limits and are intended to be used for tracking purposes only, not ranking purposes. Performance data for an asterisked vendor services can vary widely until a larger sample size is achieved. The margin of error can be very large and the reader is responsible for considering the possible current and future variation (margin of error) in the Black Book performance score reported.
2. Vendors and Advisors with over ten unique client votes are eligible for top ten rankings and are assured to have highest confidence and lowest variation. Confidence increases as more organizations report on their outsourcing vendor. Data reported in this form is shown with a 95 percent confidence level (+/- .25, .20 or .15, respectively).
3. Raw numbers include the quantity of completed surveys and the number of unique organizations contributing the data for the survey pool of interest.

## **Who Participates in the Black Book Ranking Process**

Over 400,000 individuals are invited to participate annually (including C officers of the Fortune 2000, Inc 500, institutional members and officers of various professional organizations, subscribers of our media partners and previously validated survey participants). Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well. Over 24,000 users were validated in the 2008 ranking process for vendor surveys and 2,529 in the 2009 advisor categories.

The Black Book survey web instrument is open to respondents and new participants each year in calendar Q2. In 2009, the survey instrument was available from January 1 – February 4 at <http://TheBlackBookOfOutsourcing.com>

<b>INDIVIDUAL PROJECT INITIATIVES (FULL SERVICE &amp; BOUTIQUE)</b>						<b>Overall 2009 Advisors Rankings</b>		
Rank	<b>ITO Advisors</b>	<b>HRO Advisors</b>	<b>FAO Advisors</b>	<b>BPO Advisors</b>	<b>Benchmarking Advisors</b>	Rank	<b>BOUTIQUE OUTSOURCING ADVISORS</b>	<b>FULL SERVICE OUTSOURCING ADVISORS</b>
1	TPI	TPI	Equaterra	Avasant	Alsbridge ProBenchmark	1	<b>Pace Harmon</b>	TPI
2	Pace Harmon	Mercer	Pace Harmon	neoIT	Datamonitor Ovum Orbys	2	<b>Archstone Consulting</b>	Datamonitor Ovum Orbys
3	The W Group	Towers Perrin	PA Consulting	TBI	Hackett Group	3	<b>Technology &amp; Business Integrators</b>	Equaterra
4	Booz & Company	Vales Consulting	Compass	Equaterra	Ramprate	4	<b>neoIT</b>	Alsbridge
5	Datamonitor Ovum Orbys	PA Consulting	TPI	TPI	Gartner	5	<b>The W Group</b>	PA Consulting
6	PA Consulting	Avasant	Hackett Group	NelsonHall	McKinsey	6	<b>Vales Consulting</b>	Avasant
7	Archstone Consulting	Hewitt	neoIT	PA Consulting	TPI	7	<b>Global Equations</b>	Pricewaterhouse Coopers
8	Hitachi Consulting	Equaterra	Avasant	Pricewaterhouse Coopers	Aberdeen	8	<b>Deal Architect</b>	Gartner Consulting
9	Equaterra	AT Kearney	Pricewaterhouse Coopers	AT Kearney	Deloitte	9	<b>Argea</b>	Everest Group
10	Fujitsu Consulting	KPMG	Argea	Global Equations	PA Consulting	10	<b>RampRate</b>	Hackett Group
11	Pricewaterhouse Coopers	Hay Group	Expense Management Solutions	Everest Group	Pricewaterhouse Coopers	11	<b>NelsonHall</b>	AT Kearney
12	Gartner Consulting	Fidelity	ScottMadden	Argea	IDC	12	<b>Expense Mangement Solutions</b>	McKinsey
13	BearingPoint	Pricewaterhouse Coopers	Ernst & Young	Vales Consulting	Expense Management Solutions	13	<b>JDalal Associates</b>	KPMG
14	KPMG	Datamonitor Ovum Orbys	Global Equations	Hackett Group	Everest Group	14	<b>Hitachi</b>	Booz
15	Diamond Consulting	Hager Strategic	KPMG	IDC	Ventoro	15	<b>ScottMadden</b>	Deloitte

# Appendix 1:

## Full Service Advisor Rankings

### OVERALL SUMMARY: KPI Raw Scores of Top Full Service Outsourcing Advisors

Rank	Advisor	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	MEAN
1	TPI	9.68	9.55	9.39	9.54	9.40	9.44	9.43	9.38	9.51	9.56	9.42	9.33	9.61	9.53	9.66	9.24	9.93	9.57	9.74	9.68	9.53
2	Datamonitor Ovum Orbys	9.52	9.40	9.70	9.19	9.04	9.15	9.33	9.14	9.40	9.67	9.43	9.76	9.30	9.03	9.18	9.39	9.48	9.70	9.67	9.53	9.40
3	Equaterra	9.00	9.28	8.89	9.58	9.34	9.11	9.08	8.63	8.53	9.06	9.31	9.17	8.42	9.21	9.28	9.43	8.09	9.25	9.39	9.01	9.05
4	Alsbridge	9.24	9.10	9.55	9.04	9.20	8.73	8.95	9.05	8.87	9.05	9.50	8.46	8.65	8.98	9.20	8.84	9.53	9.02	9.11	8.54	9.03
5	PA Consulting	8.82	8.74	9.00	8.77	8.70	8.99	8.47	9.13	8.08	8.50	8.48	9.22	8.39	9.72	8.93	8.40	8.21	9.40	9.28	9.33	8.83
6	Avasant	9.04	9.13	9.17	8.84	8.72	8.54	9.37	9.04	8.99	9.07	8.85	8.72	9.02	8.57	8.84	8.75	8.59	8.69	8.07	8.39	8.82
7	Pricewaterhouse Coopers	8.84	8.36	9.03	7.57	8.18	8.24	8.58	9.00	8.26	8.73	8.98	9.09	8.44	8.60	8.02	8.91	9.25	9.09	9.30	9.13	8.68
8	Gartner Consulting	8.30	8.15	9.26	9.00	9.29	8.53	8.58	8.77	8.20	8.09	7.68	8.69	9.33	9.05	8.22	9.06	8.74	8.80	9.23	8.18	8.66
9	Everest Group	7.83	8.53	7.69	7.97	8.22	8.08	7.58	8.11	7.86	8.04	7.65	7.84	8.17	7.22	8.35	7.98	8.46	8.88	8.92	7.76	8.06
10	Hackett Group	7.32	7.17	7.04	6.98	8.45	7.65	8.08	8.40	8.92	8.35	9.01	8.56	8.24	7.40	8.49	8.26	8.54	8.00	8.47	7.47	8.04
11	AT Kearney	8.03	8.35	8.50	8.01	8.13	7.73	7.84	8.19	8.01	8.42	8.55	8.22	7.39	8.30	8.37	7.89	7.43	7.99	6.98	8.29	8.03
12	McKinsey	7.69	7.91	7.71	7.62	9.03	7.76	7.72	8.95	7.87	7.68	7.56	8.89	7.99	7.49	7.97	7.65	7.46	9.15	7.23	8.75	8.00
13	KPMG	7.60	7.48	7.79	9.13	7.71	7.15	9.21	7.80	7.23	7.45	7.49	8.59	7.61	6.79	6.74	7.80	9.17	7.75	9.25	8.05	7.89
14	Booz	7.63	7.42	7.74	8.25	7.57	6.97	7.77	7.63	8.97	8.02	7.34	7.71	7.59	9.22	7.79	7.35	9.10	7.89	7.59	8.04	7.88
15	Deloitte	7.67	8.22	7.69	7.79	9.32	7.05	7.85	7.66	7.92	7.55	7.41	7.57	7.67	8.59	8.05	7.80	8.58	8.00	6.82	7.13	7.82

## FULL SERVICE ADVISOR CRITERIA QUESTION

<b>OUTSOURCING ADVISORY FIRMS WITH MOST #1 INDIVIDUAL CRITERIA SCORES</b>		
<b>Of 20 Total Criteria, the Number of Criteria Firm Ranks #1</b>	<b>FIRM</b>	<b>Overall Rank</b>
12	TPI	1
4	DATAMONITOR OVUM ORBYS	2
2	EQUATERRA	3
1	ALSBRIDGE	4
1	PA CONSULTING	5



## FULL SERVICE OUTSOURCING ADVISORY FIRMS

<b>TOP SCORE PER INDIVIDUAL KPI</b>			
<b>(Q) #</b>	<b>Criteria</b>	<b>FULL SERVICE ADVISORY FIRM</b>	<b>Overall Rank</b>
1	Level of Advisor Outsourcing Experience	TPI	1
2	Client Outcomes and Improvements	TPI	1
3	Capability Enhancements for Client	DATAMONITOR OVUM ORBYS	2
4	Advisor Domains of Outsourcing Expertise	EQUATERRA	3
5	Advisor Industry-Specific Outsourcing Qualifications	TPI	1
6	Spectrum of Outsourcing Category-Specific Functions	TPI	1
7	Outsourcing Governance & Service Management Solutions	TPI	1
8	Strategic Outsourcing Options & Delivery Alternatives	TPI	1
9	Vendor Agnostic, Integrity, Objectivity	TPI	1
10	Innovations in Consultative Approaches	DATAMONITOR OVUM ORBYS	2
11	Scalability, Flexibility and Customization	ALSBRIDGE	4
12	Breadth of Experience through Sourcing Lifecycle	DATAMONITOR OVUM ORBYS	2
13	Marginal Value Adds	TPI	1
14	Relationship Support and Client Care	PA CONSULTING	5
15	Trust, Reliability, Confidentiality	TPI	1
16	Global Sourcing Applications, Globalization Understanding	EQUATERRA	3
17	Return-On-Investment, Engagement Deliverables & Quality	TPI	1
18	Speed and Efficiency of IT Engagement Deployment	DATAMONITOR OVUM ORBYS	2
19	Best-of-Breed Technology, IT Process Improvement	TPI	1
20	Engagement Viability	TPI	1

### 1. Level of Advisor Outsourcing Experience

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.70	9.65	9.66	9.60	9.43	9.68
2	2	Datamonitor Ovum Orbys	9.64	9.06	9.32	9.55	9.43	9.52
4	3	Alsbridge	9.38	8.99	9.16	9.37	9.63	9.24
6	4	Avasant	9.18	8.76	9.44	9.68	9.17	9.04
3	5	Equaterra	8.22	8.73	8.99	8.84	9.25	9.00
7	6	Pricewaterhouse Coopers	9.02	9.19	9.75	9.21	8.84	8.84
5	7	PA Consulting	8.84	8.60	9.53	7.50	9.04	8.82
8	8	Gartner Consulting	8.42	8.90	8.88	9.27	9.22	8.30
11	9	AT Kearney	8.80	8.28	8.93	8.25	8.80	8.03
9	10	Everest Group	8.54	7.72	8.91	9.09	9.04	7.83

## 2. Client Financial Improvements (Cost Savings, Cost Avoidance, Revenue Enhancements)

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.78	9.55	9.44	9.55	9.41	9.55
2	2	Datamonitor Ovum Orbys	9.80	8.80	9.63	9.33	9.45	9.40
3	3	Equaterra	8.72	9.21	9.55	9.54	9.40	9.28
6	4	Avasant	9.00	9.17	9.06	9.32	9.09	9.13
4	5	Alsbridge	9.38	9.13	8.65	8.88	9.48	9.10
5	6	PA Consulting	9.18	8.90	7.89	8.92	8.83	8.74
9	7	Everest Group	9.20	8.25	8.94	8.99	7.28	8.53
7	8	Pricewaterhouse Coopers	7.65	8.04	8.98	8.43	8.70	8.36
11	9	AT Kearney	8.01	8.31	8.43	8.49	8.52	8.35
15	10	Deloitte	8.24	7.45	9.16	9.19	7.08	8.22

### 3. Capability Enhancements for Client

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
2	1	Datamonitor Ovum Orbys	9.83	9.60	9.73	9.59	9.77	9.70
4	2	Alsbridge	9.25	9.67	9.46	9.59	9.80	9.55
1	3	TPI	9.62	9.48	9.40	9.14	9.30	9.39
8	4	Gartner Consulting	9.47	9.43	9.11	9.16	9.11	9.26
6	5	Avasant	9.59	8.75	9.17	9.44	8.89	9.17
7	6	Pricewaterhouse Coopers	9.04	9.38	8.82	8.72	9.18	9.03
5	7	PA Consulting	8.52	9.33	8.99	8.67	9.50	9.00
3	8	Equaterra	8.64	9.00	8.71	9.05	9.06	8.89
11	9	AT Kearney	8.19	7.47	8.34	8.97	9.51	8.50
13	10	KPMG	7.29	8.48	7.94	7.53	7.70	7.79

#### 4. Advisor Domains of Expertise (ITO, HRO, FAO, BPO, KPO, LPO, Procurement, ESO, Call Centers)

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
3	1	Equaterra	9.31	9.55	9.70	9.78	9.54	9.58
1	2	TPI	9.74	9.68	9.46	9.43	9.39	9.54
2	3	Datamonitor Ovum Orbys	9.51	9.09	9.33	8.98	9.02	9.19
13	4	KPMG	9.34	8.58	9.20	9.52	9.00	9.13
4	5	Alsbridge	9.25	8.38	9.17	9.08	9.33	9.04
8	6	Gartner Consulting	8.52	8.69	9.43	9.38	8.96	9.00
6	7	Avasant	8.85	9.34	7.81	8.91	9.31	8.84
5	8	PA Consulting	9.30	8.66	8.17	8.26	9.45	8.77
14	9	Booz	8.54	7.82	8.35	7.14	9.38	8.25
11	10	AT Kearney	9.27	8.16	6.02	8.60	7.99	8.01

### 5. Industry/Vertical-Specific Qualifications

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.68	9.62	9.44	9.15	9.09	9.40
3	2	Equaterra	8.94	8.85	9.49	9.75	9.66	9.34
15	3	Deloitte	9.13	9.09	9.50	9.72	9.14	9.32
8	4	Gartner Consulting	9.67	9.55	9.01	9.58	8.63	9.29
4	5	Alsbridge	8.66	8.85	9.27	9.60	9.64	9.20
2	6	Datamonitor Ovum Orbys	8.27	9.18	8.60	8.75	9.42	9.04
12	7	McKinsey	9.28	9.03	9.69	9.03	8.12	9.03
6	8	Avasant	9.63	9.33	8.57	8.16	7.90	8.72
5	9	PA Consulting	9.49	9.54	8.81	8.32	7.33	8.70
10	10	Hackett Group	9.05	9.34	8.93	7.03	7.92	8.45

## 6. Spectrum of Sourcing Business Support Functions (ITO, FAO, HRO, LPO, CCO, BPO, HRO, SCPO, FMO, and BUNDLED)

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.80	9.92	9.15	9.34	9.00	9.44
2	2	Datamonitor Ovum Orbys	9.59	8.32	9.10	9.33	9.88	9.15
3	3	Equaterra	9.24	8.84	9.37	9.65	8.44	9.11
5	4	PA Consulting	9.06	9.55	8.48	8.84	9.05	8.99
4	5	Alsbridge	8.66	7.66	8.75	8.93	9.64	8.73
6	6	Avasant	7.45	9.04	9.00	8.86	8.34	8.54
8	7	Gartner Consulting	7.88	9.03	8.69	8.40	8.66	8.53
7	8	Pricewaterhouse Coopers	9.49	7.82	8.57	8.28	7.03	8.24
9	9	Everest Group	9.01	7.53	8.76	7.83	7.28	8.08
12	10	McKinsey	7.17	8.05	7.90	7.76	7.92	7.76

## 7. Governance & Sourcing Service Management/Administration Solutions

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.62	9.58	9.54	9.33	9.09	9.43
6	2	Avasant	9.43	9.46	9.44	9.48	9.03	9.37
2	3	Datamonitor Ovum Orbys	9.60	9.30	9.37	9.08	9.30	9.33
13	4	KPMG	8.79	9.28	9.44	9.53	9.00	9.21
3	5	Equaterra	9.05	9.27	9.50	8.98	8.58	9.08
4	6	Alsbridge	9.04	8.91	8.65	8.99	9.15	8.95
8	7	Gartner Consulting	8.87	9.03	7.95	8.78	8.29	8.58
7	8	Pricewaterhouse Coopers	8.68	9.20	9.40	8.09	7.54	8.58
5	9	PA Consulting	9.03	8.40	8.04	8.22	8.65	8.47
10	10	Hackett Group	8.92	8.12	8.21	7.99	7.18	8.08



## 8. Strategic Options & Delivery Alternatives (Shared Services, Insourcing, Outsourcing, Offshoring, Nearshoring, Captives)

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.63	9.22	9.20	9.60	9.23	9.38
2	2	Datamonitor Ovum Orby	9.46	9.04	9.43	9.11	8.65	9.14
5	3	PA Consulting	9.40	8.85	8.92	9.60	8.90	9.13
4	4	Alsbridge	8.78	8.95	8.87	9.12	9.47	9.05
6	5	Avasant	9.03	8.99	9.31	8.82	9.07	9.04
7	6	Pricewaterhouse Coopers	8.64	9.42	9.43	9.27	8.24	9.00
12	7	McKinsey	9.36	8.04	8.87	9.00	9.48	8.95
8	8	Gartner Consulting	9.26	8.82	8.00	8.85	8.92	8.77
3	9	Equaterra	8.49	8.34	9.45	8.84	8.04	8.63
10	10	Hackett Group	8.01	8.10	8.92	8.12	8.83	8.40

## 9. Vendor Agnostic (Buyer service priority)

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.72	9.58	9.56	9.24	9.44	9.51
2	2	Datamonitor Ovum Orbys	9.79	9.00	9.49	9.51	9.20	9.40
6	3	Avasant	9.24	8.52	8.68	9.64	8.89	8.99
14	4	Booz	8.70	9.44	8.71	9.54	8.47	8.97
10	5	Hackett Group	8.97	8.52	9.20	9.14	8.77	8.92
4	6	Alsbridge	8.76	8.43	9.19	8.50	9.46	8.87
3	7	Equaterra	8.18	8.73	8.90	7.98	8.85	8.53
7	8	Pricewaterhouse Coopers	8.22	8.78	8.11	7.73	8.48	8.26
8	9	Gartner Consulting	7.39	8.02	8.81	8.89	7.88	8.20
5	10	PA Consulting	8.73	8.31	8.33	8.05	7.00	8.08

## 10. Innovations in Consultative Approaches and Client Industries

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
2	1	Datamonitor Ovum Orbys	9.91	9.74	9.74	9.50	9.45	<b>9.67</b>
1	2	TPI	9.53	9.47	9.64	9.70	9.48	<b>9.56</b>
6	3	Avasant	8.87	9.14	8.97	9.34	9.05	<b>9.07</b>
3	4	Equaterra	9.06	9.52	8.80	9.20	8.72	<b>9.06</b>
4	5	Alsbridge	9.04	9.19	8.74	8.91	9.39	<b>9.05</b>
7	6	Pricewaterhouse Coopers	8.76	8.93	9.04	8.05	8.89	<b>8.73</b>
5	7	PA Consulting	8.79	8.27	8.51	8.49	8.44	<b>8.50</b>
11	8	AT Kearney	8.68	8.40	8.11	8.94	7.98	<b>8.42</b>
10	9	Hackett Group	7.98	8.01	8.59	9.19	7.98	<b>8.35</b>
8	10	Gartner Consulting	8.37	8.40	7.38	7.93	8.37	<b>8.09</b>

## 11. Scalability, Flexibility and Customization

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
4	1	Alsbridge	9.74	9.04	9.35	9.50	9.88	9.50
2	2	Datamonitor Ovum Orbys	9.75	9.12	9.31	9.47	9.48	9.43
1	3	TPI	9.29	9.65	9.64	9.46	9.05	9.42
3	4	Equaterra	9.06	9.52	9.75	9.23	8.99	9.31
10	5	Hackett Group	9.04	9.19	9.00	8.92	8.91	9.01
7	6	Pricewaterhouse Coopers	8.76	9.18	9.04	9.05	8.89	8.98
6	7	Avasant	9.47	8.60	8.44	9.28	8.44	8.85
11	8	AT Kearney	8.68	8.40	8.03	9.03	8.59	8.55
5	9	PA Consulting	9.39	8.01	8.22	8.78	7.98	8.48
8	10	Gartner Consulting	7.99	7.33	7.85	8.14	7.09	7.68

### 12. Breadth of Experience through Entire Sourcing Lifecycle

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
2	1	Datamonitor Ovum Orbys	9.75	9.69	9.77	9.69	9.88	9.76
1	2	TPI	9.57	9.66	8.97	9.38	9.06	9.33
5	3	PA Consulting	8.97	9.66	9.25	9.12	9.10	9.22
3	4	Equaterra	9.12	8.74	9.23	9.40	9.35	9.17
7	5	Pricewaterhouse Coopers	9.05	9.28	8.88	9.31	8.95	9.09
12	6	McKinsey	9.05	8.89	9.11	9.12	8.30	8.89
6	7	Avasant	8.29	9.00	8.56	9.20	8.50	8.72
8	8	Gartner Consulting	8.95	9.24	8.32	8.54	8.38	8.69
13	9	KPMG	8.47	9.20	8.50	8.15	8.61	8.59
10		Hackett Group	8.90	9.25	8.37	8.26	8.03	8.56

### 13. Marginal Value Adds

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.75	9.67	9.62	9.41	9.60	9.61
8	2	Gartner Consulting	9.72	9.47	9.10	8.98	9.38	9.33
2	3	Datamonitor Ovum Orbys	9.47	9.36	9.43	9.32	8.91	9.30
6	4	Avasant	9.51	9.17	8.73	8.54	9.16	9.02
4	5	Alsbridge	8.24	8.52	8.44	8.21	9.86	8.65
7	6	Pricewaterhouse Coopers	8.08	8.78	7.95	8.59	8.81	8.44
3	7	Equaterra	7.90	8.87	8.49	7.91	8.92	8.42
5	8	PA Consulting	9.06	7.68	8.59	8.51	8.12	8.39
10	9	Hackett Group	7.49	8.70	8.79	8.88	7.34	8.24
9	10	Everest Group	6.90	8.20	8.48	8.45	8.83	8.17

### 14. Relationship Support, Responsiveness and Attentive Client Care

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
5	1	PA Consulting	9.83	9.68	9.83	9.65	9.60	9.72
1	2	TPI	9.45	9.59	9.38	9.85	9.38	9.53
14	3	Booz	9.18	8.77	9.44	9.38	9.33	9.22
3	4	Equaterra	8.69	9.30	8.74	9.75	9.58	9.21
8	5	Gartner Consulting	9.73	8.59	9.38	8.80	8.74	9.05
2	6	Datamonitor Ovum Orbys	9.35	9.31	9.54	8.33	9.63	9.03
4	7	Alsbridge	9.00	8.47	9.20	8.97	9.25	8.98
7	8	Pricewaterhouse Coopers	7.90	9.60	8.08	8.51	8.90	8.60
15	9	Deloitte	9.13	8.56	8.84	8.88	7.53	8.59
6	10	Avasant	8.33	7.86	9.11	9.24	8.29	8.57

### 15. Trust, Reliability, Confidentiality, Accountability/Ethics

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.85	9.78	9.81	9.40	9.47	9.66
3	2	Equaterra	9.21	9.39	8.94	9.42	9.42	9.28
4	3	Alsbridge	9.03	9.30	8.68	9.41	9.60	9.20
2	4	Datamonitor Ovum Orbys	9.01	9.41	9.37	8.75	9.38	9.18
5	5	PA Consulting	8.35	8.92	8.93	9.15	9.28	8.93
6	6	Avasant	8.10	9.12	9.11	9.05	8.83	8.84
10	7	Hackett Group	8.84	8.80	8.19	8.01	8.60	8.49
11	8	AT Kearney	7.64	8.95	8.62	8.90	7.73	8.37
9	9	Everest Group	8.41	7.83	8.39	8.84	8.29	8.35
8	10	Gartner Consulting	8.02	7.91	7.52	8.62	9.03	8.22



## 16. Globalization Skills and Initiatives, Global Service Transformations for Client

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
3	1	Equaterra	9.53	9.45	9.47	9.84	8.88	9.43
2	2	Datamonitor Ovum Orbys	9.73	9.48	9.38	9.74	8.63	9.39
1	3	TPI	9.59	9.37	9.09	9.35	8.80	9.24
8	4	Gartner Consulting	8.93	8.78	8.95	9.48	9.15	9.06
7	5	Pricewaterhouse Coopers	9.00	8.86	9.44	8.65	8.61	8.91
4	6	Alsbridge	8.54	8.30	8.22	9.56	9.57	8.84
6	7	Avasant	8.00	9.26	8.56	9.60	8.34	8.75
5	8	PA Consulting	8.64	7.92	8.69	9.23	7.52	8.40
10	9	Hackett Group	8.57	8.44	7.75	9.24	7.31	8.26
9	10	Everest Group	8.33	7.14	7.62	8.48	8.31	7.98

### 17. Return-On-Investment, Engagement Deliverables & Quality

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.98	9.95	9.95	9.98	9.77	9.93
4	2	Alsbridge	9.43	9.37	9.60	9.45	9.82	9.53
2	3	Datamonitor Ovum Orbys	9.64	9.14	9.36	9.79	9.48	9.48
7	4	Pricewaterhouse Coopers	8.80	9.52	9.53	9.28	9.12	9.25
13	5	KPMG	8.59	9.04	9.39	9.64	9.17	9.17
14	6	Booz	9.56	9.04	9.32	8.66	8.93	9.10
8	7	Gartner Consulting	9.28	7.70	9.24	8.57	8.89	8.74
6	8	Avasant	8.44	8.71	8.44	8.52	8.85	8.59
15	9	Deloitte	8.66	9.29	8.12	8.43	8.40	8.58
10	10	Hackett Group	8.50	8.34	8.40	7.91	9.53	8.54

### 18. Speed and Efficiency of Initiative Deployment

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
2	1	Datamonitor Ovum Orbys	9.83	9.84	9.66	9.32	9.83	9.70
1	2	TPI	9.81	9.40	9.60	9.58	9.47	9.57
5	3	PA Consulting	9.45	9.59	9.50	9.37	9.09	9.40
3	4	Equaterra	9.14	9.00	9.71	8.94	9.48	9.25
12	5	McKinsey	8.93	9.72	9.19	9.02	8.90	9.15
7	6	Pricewaterhouse Coopers	7.90	9.42	9.61	9.12	9.42	9.09
4	7	Alsbridge	8.88	9.20	8.87	8.62	9.54	9.02
9	8	Everest Group	8.74	9.30	8.00	8.71	9.66	8.88
8	9	Gartner Consulting	8.40	9.54	9.10	7.80	9.17	8.80
6	10	Avasant	8.74	8.60	8.58	9.03	8.52	8.69

## 19. Best of Breed Technology, Process Improvement, Governance Tools, Research

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.89	9.84	9.78	9.47	9.73	9.74
2	2	Datamonitor Ovum Orbys	9.88	9.60	9.58	9.77	9.53	9.67
3	3	Equaterra	9.31	8.99	9.65	9.41	9.59	9.39
7	4	Pricewaterhouse Coopers	9.24	9.22	9.54	9.54	8.95	9.30
5	5	PA Consulting	9.38	9.49	9.37	8.88	9.29	9.28
13	6	KPMG	9.27	9.54	9.47	8.80	9.18	9.25
8	7	Gartner Consulting	9.24	9.22	9.29	9.32	9.08	9.23
4	8	Alsbridge	9.25	8.90	9.02	8.99	9.40	9.11
9	9	Everest Group	8.90	8.93	8.56	9.22	8.98	8.92
10	10	Hackett Group	9.02	8.13	8.08	8.99	8.14	8.47

## 20. Long Term Viability of Practice Advice/Consultation impacting Client

FULL SERVICE ADVISORY FINAL RANK	CRITERIA RANK	ADVISOR	ITO	HRO	FAO	BPO	BENCHMARK	ADVISOR MEAN
1	1	TPI	9.84	9.82	9.63	9.73	9.38	9.68
2	2	Datamonitor Ovum Orbys	9.60	9.40	9.47	9.42	9.77	9.53
5	3	PA Consulting	8.99	9.65	9.25	9.41	9.36	9.33
7	4	Pricewaterhouse Coopers	9.22	9.06	9.15	8.95	9.27	9.13
3	5	Equaterra	8.66	9.37	9.49	9.01	8.51	9.01
12	6	McKinsey	9.38	8.47	8.80	8.08	9.03	8.75
4	7	Alsbridge	8.22	8.89	8.02	8.42	9.14	8.54
6	8	Avasant	8.47	8.18	8.20	8.11	8.98	8.39
11	9	AT Kearney	7.78	8.56	8.20	8.98	7.94	8.29
8	10	Gartner Consulting	9.14	7.12	7.47	9.00	8.19	8.18

# Appendix 2:

## Boutique Advisor Rankings

<b>BOUTIQUE OUTSOURCING ADVISORS</b>			
1	Pace Harmon	ITO, BPO, FAO	9.48
2	Archstone Consulting	ITO, BPO	9.46
3	Technology & Business Integrators (TBI)	ITO, BPO, FAO	9.40
4	neoIT	ITO, BPO, KPO	9.37
5	The W Group	ITO	9.30
6	Vales Consulting	HRO, BPO, ITO	9.29
7	Global Equations	ITO, BPO	9.26
8	Deal Architect	ITO	9.15
9	Argea	BPO	9.11
10	RampRate	ITO	9.09
11	JDalal Associates	BPO, ITO	9.05
12	Expense Mangement Solutions	FAO	8.50
13	NelsonHall	BPO	8.45
14	Hitachi	ITO	8.37
15	ScottMadden	BPO, FAO	8.14

<b>(Q) #</b>	<b>Key Performance Indicator</b>	<b>FIRM</b>	<b>Overall Rank</b>
1	Level of Advisor Outsourcing Experience	PaceHarmon	1
2	Client Outcomes and Improvements	Archstone Consulting	3
3	Capability Enhancements for Client	neoIT	2
4	Advisor Domains of Outsourcing Expertise	Global Equations	7
5	Advisor Industry-Specific Outsourcing Qualifications	neoIT	2
6	Spectrum of Outsourcing Category-Specific Functions	PaceHarmon	1
7	Outsourcing Governance & Service Management Solutions	neoIT	2
8	Strategic Outsourcing Options & Delivery Alternatives	PaceHarmon	1
9	Vendor Agnostic, Integrity, Objectivity	TBI	4
10	Innovations in Consultative Approaches	RampRate	10
11	Scalability, Flexibility and Customization	TBI	4
12	Breadth of Experience through Sourcing Lifecycle	neoIT	2
13	Marginal Value Adds	Archstone Consulting	3
14	Relationship Support and Client Care	TBI	4
15	Trust, Reliability, Confidentiality, Accountability/Ethics	Vales Consulting	6
16	Global Sourcing Applications, Globalization Understanding	neoIT	2
17	Return-On-Investment, Engagement Deliverables & Quality	PaceHarmon	1
18	Speed and Efficiency of IT Engagement Deployment	RampRate	10
19	Best-of-Breed Technology, IT Process Improvement	The W Group	5
20	Engagement Viability	PaceHarmon	1

# Appendix 3:

## Globalization Advisor Rankings

CORPORATE GLOBALIZATION		
1	neolT	9.44
2	McKinsey	9.39
3	Ovum	9.38
4	Alvarez & Marsal	9.37
5	Parthenon Group	9.20
6	Boston Consulting Group	8.61
7	Huron Consulting	8.31
8	Navigant	8.03
9	Cambridge Associates	8.00
10	Bain & Company	7.85

RANK	CORPORATE GLOBALIZATION ADVISORS	UK	USA	EUROPE (NON-UK)	ASIA - APAC	MIDDLE EAST & AFRICA	AMERICAS (NON-USA)
1	neolT		9.88		9.64		9.34
2	McKinsey	9.32	9.39		9.27	9.45	9.60
3	Ovum Orbys	9.89		9.93	9.83	9.50	
4	Alvarez & Marsal	9.03	9.67			9.14	9.73
No Score in Cell = <10 Regional Client Ballots							



## Appendix 4:

# Independent Research Advisor Rankings

RESEARCH FIRM		
RANK		MEAN
1	Datamonitor Ovum Orbys	9.81
2	AMR Research	9.60
3	Forrester	9.57
4	Gartner	9.03
5	Aberdeen	8.89
6	Equaterra	8.88
7	ValueNotes	8.75
8	Springboard Research	8.71
9	Zagada	8.64
10	Alsbridge	8.60

## Summary Ranking of Outsourcing Research by Client Projects and Initiatives

2009 RANK	RESEARCH FIRM	INFORMATION TECHNOLOGY	BUSINESS PROCESS OUTSOURCING	OFFSHORING & SPECIALTY STUDIES	RESEARCH MEAN
1	Datamonitor Ovum Orbys	9.80	9.78	9.85	9.81
2	AMR Research	9.52	9.84	9.43	9.60
3	Forrester	9.77	9.33	9.60	9.57
4	Gartner	9.20	9.19	8.70	9.03
5	Aberdeen	8.33	9.59	8.75	8.89
6	Equaterra	8.90	9.23	8.52	8.88
7	ValueNotes	8.19	8.74	9.33	8.75
8	Springboard Research	8.48	8.29	9.35	8.71
9	Zagada	8.04	8.88	9.00	8.64
10	Alsbridge	8.75	9.04	8.02	8.60
11	Everest Group	8.59	9.15	7.98	8.57
12	AT Kearney	8.07	8.27	9.31	8.55
13	TPI	9.08	8.36	8.01	8.48
14	IDC	7.23	9.45	8.70	8.46
15	ARC	8.48	8.30	8.51	8.43
16	Deloitte	8.20	8.09	8.97	8.42
17	KPMG	7.79	8.19	8.76	8.25
18	Yankee Group	7.52	8.57	8.00	8.03
19	Frost & Sullivan	7.99	8.64	7.39	8.01
20	Compass Consulting	7.43	8.61	7.16	7.73

## Appendix 5:

# Legal Outsourcing Advisor Rankings

2009 RANK	LEGAL ADVISORS
1	BAKER & MCKENZIE
2	KIRKLAND & ELLIS
3	HUNTON & WILLIAMS
4	MILBANK TWEED HADLEY & MCCLOY
5	MAYER BROWN
6	PILLSBURY WINTHROP SHAW PITTMAN
7	LATHAM & WATKINS
8	KAYE SCHOLER
9	SONNENSCHN NATH & ROSENTHAL
10	GOODWIN PROCTOR
11	HOGAN & HARTSON
12	MORGAN LEWIS & BOCKIUS
13	VINSON & ELKINS
14	JONES DAY
15	DLA PIPER
16	LOEB & LOEB
17	MORRISON & FOERSTER
18	ALSTON & BYRD
19	BIERCE & KENERSON
20	COOLEY GODWARD KRONISH

## Law Firms & Legal Services for Outsourcing 2009

Outsourcing contractual law has been at the forefront of global sourcing since the 1980s with extensive track record in IT outsourcing, business process outsourcing, business transformation outsourcing, technology transformation, off shore services or strategic services.

Outsourcing lawyers negotiate the full range of strategic sourcing transactions, helping clients shorten the sourcing cycle, speed the realization of benefits, and design lasting solutions that effectively support their strategic and operational objectives.

113 Law Firms with dedicated Outsourcing Advisory Practices qualified with a minimum of qualified and validated client ballots. 202 Law Firms were included by client ballots in the 2009 survey process.



### Color-coded Stop Light Dashboard Scoring Key

**Green** (Top 10%) Scores Better than 90% of Qualified Legal Outsourcing Advisors  
Green Coded Vendors have received constantly highest client satisfaction scores.

**8.58+**

**Clear** (Top 33%) Scores Better than 67% of Legal Outsourcing Advisors  
Well scored vendor which have middle of the pack results

**7.31 to 8.57**

**Yellow** Scores Better Than Half/ 50% of Legal Outsourcing Advisors  
Cautionary performance scores, Areas of improvement required.

**5.88 to 7.30**

**Red** Scores Worse Than Half 50% of Legal Outsourcing Advisors  
Cautionary performance scores, Areas of improvement required.

**Less than 5.87**

◀ 1.00 – 5.87 ▶	◀ 5.88 – 7.30 ▶	◀ 5.89 – 8.57 ▶	◀ 8.58 – 10.00 ▶
<p><b>GENERALLY DISSATISFIED</b></p> <p><b>DOES NOT MEET EXPECTATIONS</b></p> <p><b>CAN NOT RECOMMEND VENDOR</b></p>	<p><b>INCONSISTENTLY SATISFIED</b></p> <p><b>MEETS SOME/FEW EXPECTATIONS</b></p> <p><b>RESERVES RECOMMENDATION</b></p>	<p><b>SATISFACTORY PERFORMANCE</b></p> <p><b>MEETS EXPECTATIONS</b></p> <p><b>RECOMMENDS VENDOR</b></p>	<p><b>OVERWHELMING SATISFACTION</b></p> <p><b>EXCEEDS EXPECTATIONS</b></p> <p><b>HIGHLY RECOMMENDED VENDOR</b></p>

**TOP 20 LEGAL OUTSOURCING ADVISORS**

1	BAKER & MCKENZIE	9.42
2	KIRKLAND & ELLIS	9.38
3	HUNTON & WILLIAMS	9.04
4	MILBANK TWEED HADLEY & MCCLOY	8.99
5	MAYER BROWN	8.83
6	PILLSBURY WINTHROP SHAW PITTMAN	8.81
7	LATHAM & WATKINS	8.80
8	KAYE SCHOLER	8.74
9	SONNENSCHN NATH & ROSENTHAL	8.48
10	GOODWIN PROCTOR	8.43
11	HOGAN & HARTSON	8.21
12	MORGAN LEWIS & BOCKIUS	8.03
13	VINSON & ELKINS	7.91
14	JONES DAY	7.70
15	DLA PIPER	7.69
16	LOEB & LOEB	7.46
17	MORRISON & FOERSTER	7.45
18	ALSTON & BYRD	7.36
19	BIERCE & KENERSON	7.30
20	COOLEY GODWARD KRONISH	7.28

◀ **TOP TIER  
LEGAL  
ADVISORS** 1 - 8

◀ **UPPER  
MIDDLE  
TIER  
LEGAL  
ADVISORS** 9 - 18

◀ **MIDDLE TIER  
LEGAL ADVISORS** 19 - 51

Rank	Legal Firm																				MEAN	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	Q19		Q20
1	BAKER & MCKENZIE	9.30	9.55	9.55	9.31	9.57	9.43	9.42	9.62	9.17	9.65	9.29	9.14	9.60	9.69	9.48	9.67	9.42	9.14	9.46	8.91	9.42
2	KIRKLAND & ELLIS	9.51	8.75	9.47	9.64	9.73	9.62	9.60	9.45	9.56	8.96	9.27	9.52	9.46	9.18	9.80	9.43	9.05	9.49	9.12	9.02	9.38
3	HUNTON & WILLIAMS	8.40	9.19	8.08	9.66	9.14	9.19	9.04	9.20	8.43	8.78	8.50	9.27	8.77	9.15	9.46	9.66	9.08	9.21	9.47	9.02	9.04
4	MILBANK TWEED HADLEY & MCCLOY	9.34	9.04	9.53	9.06	9.17	8.88	8.89	9.01	9.70	8.95	9.55	9.08	9.17	9.24	9.11	8.06	9.48	9.08	7.74	7.64	8.99
5	MAYER BROWN	8.02	8.41	9.12	7.94	8.52	9.30	9.01	8.05	9.26	9.68	9.44	8.82	9.01	9.14	8.85	9.19	8.55	9.14	9.30	7.81	8.83
6	PILLSBURY WINTHROP SHAW PITTMAN	8.73	8.80	8.54	9.73	9.25	9.52	8.17	8.39	8.34	9.17	8.98	8.61	8.09	8.71	9.03	8.56	9.08	8.43	9.23	8.83	8.81
7	LATHAM & WATKINS	9.25	8.43	9.20	8.82	9.01	8.87	8.75	8.27	7.99	8.07	9.67	9.34	8.54	9.18	9.18	9.34	8.81	8.23	8.88	8.26	8.74
8	KAYE SCHOLER	8.17	8.49	8.00	9.17	8.40	8.74	8.00	8.73	8.15	8.55	9.07	8.33	9.23	8.59	8.57	9.33	9.64	9.06	9.15	9.33	8.69
9	SONNENSCHN NATH & ROSENTHAL	8.50	8.02	7.81	9.16	8.55	9.08	8.71	7.78	8.03	9.00	8.74	8.06	8.69	8.44	8.86	8.28	8.88	7.57	8.76	8.74	8.48
10	GOODWIN PROCTOR	7.93	9.17	9.26	8.45	7.12	9.34	8.65	7.62	8.67	8.02	8.95	8.01	8.73	8.35	9.06	8.86	8.28	8.41	7.61	8.20	8.43
11	HOGAN & HARTSON	7.26	7.20	8.97	8.77	7.05	8.30	8.99	8.44	9.22	8.24	7.83	8.74	7.94	8.38	7.39	7.66	9.32	8.46	8.68	7.29	8.21
12	MORGAN LEWIS & BOCKIUS	8.18	6.65	8.00	7.91	8.72	5.79	8.38	6.78	8.61	8.91	7.66	8.13	8.65	8.03	8.72	8.08	8.61	8.17	8.23	8.29	8.03
13	VINSON & ELKINS	8.41	7.47	6.92	8.89	8.76	6.05	8.52	7.25	7.42	7.77	7.32	8.15	8.01	8.68	7.49	7.53	8.16	7.69	8.23	9.41	7.91
14	JONES DAY	7.16	7.40	8.05	8.15	7.64	8.11	7.51	6.19	5.76	7.65	7.37	7.66	7.90	8.65	6.48	9.11	7.90	8.00	8.49	8.89	7.70
15	DLA PIPER	6.03	6.56	7.81	8.41	8.61	6.90	6.51	8.43	7.18	6.99	8.13	8.86	9.05	8.34	7.81	7.61	8.01	7.63	7.10	7.76	7.69
16	LOEB & LOEB	6.05	7.22	8.03	8.19	8.96	6.29	8.42	7.06	7.99	6.58	7.05	7.40	7.53	7.62	6.96	7.95	7.71	6.59	7.98	7.55	7.46
17	MORRISON & FOERSTER	6.88	5.77	6.35	7.81	7.42	6.77	8.20	7.37	5.67	7.30	8.07	8.38	7.86	8.41	7.34	7.73	7.60	7.52	8.01	8.45	7.45
18	ALSTON & BYRD	6.83	8.11	8.03	6.06	8.63	6.85	6.44	5.10	6.14	6.02	8.40	7.75	8.81	7.78	7.25	7.60	8.12	7.30	6.77	9.29	7.36
19	BIERCE & KENERSON	7.10	7.83	6.92	8.64	7.77	7.60	7.22	5.08	6.05	5.66	7.17	8.09	7.37	6.71	8.41	7.94	7.90	7.49	7.97	7.11	7.30
20	COOLEY GODWARD KRONISH	6.03	5.28	7.38	7.64	7.29	6.88	6.06	8.54	6.38	6.51	6.69	8.23	7.96	7.11	9.25	7.85	8.03	7.40	6.90	8.09	7.28

Outsourcing contractual law has been at the forefront of global sourcing since the 1980s. or more extensive track record in IT outsourcing, business process outsourcing, business transformation outsourcing, technology transformation, off shore services or strategic services. Outsourcing lawyers negotiate the full range of strategic sourcing transactions, helping clients shorten the sourcing cycle, speed the realization of benefits, and design lasting solutions that effectively support their strategic and operational objectives.

68 Law Firms with dedicated Outsourcing Advisory Practices qualified with a minimum of qualified and validated client ballots. 146 Law Firms were included by client ballots in the 2007 survey process.

The most important issue reported by over 92% of all current outsourcing client respondents this year is for prospective buyers to have a strategic global sourcing strategy before embarking on a vendor search including legal advice. An organization's outsourcing design should consider its own business strategy, how its competition is approaching outsourcing and what capabilities are or will be available from global service providers over the next one to three years. Current industry users also agree (94.8%) that most new buyer organizations do not have the internal staff, capabilities, research and insight to perform this in a timely or effective fashion as yet, in particular, legal counsel and advice.

Sourcing legal advisory firms are a new breed of industry consultants and lawyers worldwide that advise customers on selecting outsourcing service providers and helping set and execute sourcing plans. Sourcing legal advisory firms negotiate outsourcing contracts ranging in value from millions to several billion dollars on behalf of their customers, and do so with the experience of knowing how much to pay and what is required to effectively match unique initiatives.

There have been several developments in the evolution of outsourcing and offshoring that almost require external legal assistance to navigate. For instance, most US companies have outsourced some portion of their business to lower costs and, over time, have achieved cost savings in the outsourced portion of the business.

However, unless your efforts in outsourcing to lower costs are unusually superior to your competitors, you are not gaining much of a sustainable strategic or economic advantage, since your competitors are outsourcing just like you are. It was customary in the earlier stages of outsourcing and offshoring that advisors were used to assess readiness, write RFPs, select vendors, manage implementations and transitions and provide pricing insight. Leading companies are now using global resources to drive new forms of revenue and grow their top line. Companies are realizing new forms of business value through their global sourcing partnerships by accelerating new product development, shortening time-to-market and finding successful entrees into new markets. Companies that are realizing these benefits from their global sourcing strategies are also creating new forms of value for their customers and sustainable competitive advantages. Still, most aren't prepared internally to make these decisions alone and those that do report regretting that choice.

## RAW & MEAN SCORES BY LEGAL ADVISOR CRITERIA QUESTION

<b>LEGAL OUTSOURCING ADVISORY FIRMS WITH MOST #1 INDIVIDUAL CRITERIA SCORES</b>		
<b>Of 20 Total Criteria, the Number of Criteria Firm Ranks #1</b>	<b>FIRM</b>	<b>Overall Rank</b>
7	KIRKLAND & ELLIS	2
6	BAKER & MCKENZIE	1
1	HUNTON & WILLIAMS	3
1	MILBANK TWEED HADLEY & MCCLOY	4
1	MAYER BROWN	5
1	PILLSBURY WINTHROP SHAW PITTMAN	6
1	LATHAM & WATKINS	7
1	KAYE SCHOLER	8
1	VINSON & ELKINS	13



## TOP SCORE PER INDIVIDUAL CRITERIA

(Q) #	Criteria	FIRM	Overall Rank
1	Level of Legal Advisor Outsourcing Experience	KIRKLAND & ELLIS	2
2	Client Legal Outcomes and Improvements	BAKER & MCKENZIE	1
3	Capability Enhancements for Client	BAKER & MCKENZIE	1
4	Advisor Domains of Legal Expertise	PILLSBURY WINTHROP SHAW PITTMAN	6
5	Advisor Industry-Specific Outsourcing Qualifications	KIRKLAND & ELLIS	2
6	Legal Spectrum of Category-Specific Functions	KIRKLAND & ELLIS	2
7	Legal Governance & Service Management Solutions	KIRKLAND & ELLIS	2
8	Strategic Legal Options & Delivery Alternatives	BAKER & MCKENZIE	1
9	Vendor Agnostic	MILBANK TWEED HADLEY & MCCLOY	4
10	Innovations in Legal Consultative Approaches	MAYER BROWN	5
11	Scalability, Flexibility and Customization	LATHAM & WATKINS	7
12	Breadth of Experience through Sourcing Lifecycle	KIRKLAND & ELLIS	2
13	Marginal Value Adds	BAKER & MCKENZIE	1
14	Relationship Support and Client Care	BAKER & MCKENZIE	1
15	Trust, Reliability, Confidentiality	KIRKLAND & ELLIS	2
16	Global Legal Applications, Globalization Understanding	BAKER & MCKENZIE	1
17	Return-On-Investment, Engagement Deliverables & Quality	KAYE SCHOLER	8
18	Speed and Efficiency of Engagement Deployment	KIRKLAND & ELLIS	2
19	Best-of-Breed Technology, Process Improvement	HUNTON & WILLIAMS	3
20	Engagement Viability	VINSON & ELKINS	13

## 1. Level of Legal Advisor Outsourcing Experience

Rank Q1	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q1
1	2	KIRKLAND & ELLIS	9.51
2	4	MILBANK TWEED HADLEY & MCCLOY	9.34
3	1	BAKER & MCKENZIE	9.30
4	7	LATHAM & WATKINS	9.25
5	6	PILLSBURY WINTHROP SHAW PITTMAN	8.73
6	9	SONNENSCHN NATH & ROSENTHAL	8.50
7	13	VINSON & ELKINS	8.41
8	3	HUNTON & WILLIAMS	8.40
9	12	MORGAN LEWIS & BOCKIUS	8.18
10	8	KAYE SCHOLER	8.17
11	5	MAYER BROWN	8.02
12	10	GOODWIN PROCTOR	7.93
13	11	HOGAN & HARTSON	7.26
14	14	JONES DAY	7.16
15	19	BIERCE & KENERSON	7.10
16	17	MORRISON & FOERSTER	6.88
17	18	ALSTON & BYRD	6.83
18	16	LOEB & LOEB	6.05
19	15	DLA PIPER	6.03
20	20	COOLEY GODWARD KRONISH	6.03

## 2. Client Legal Outcomes and Improvements (includes secondary Financial & Operational affects)

Rank Q2	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q2
1	1	BAKER & MCKENZIE	9.55
2	3	HUNTON & WILLIAMS	9.19
3	10	GOODWIN PROCTOR	9.17
4	4	MILBANK TWEED HADLEY & MCCLOY	9.04
5	6	PILLSBURY WINTHROP SHAW PITTMAN	8.80
6	2	KIRKLAND & ELLIS	8.75
7	8	KAYE SCHOLER	8.49
8	7	LATHAM & WATKINS	8.43
9	5	MAYER BROWN	8.41
10	18	ALSTON & BYRD	8.11
11	9	SONNENSCHN NATH & ROSENTHAL	8.02
12	19	BIERCE & KENERSON	7.83
13	13	VINSON & ELKINS	7.47
14	14	JONES DAY	7.40
15	16	LOEB & LOEB	7.22
16	11	HOGAN & HARTSON	7.20
17	12	MORGAN LEWIS & BOCKIUS	6.65
18	15	DLA PIPER	6.56
19	17	MORRISON & FOERSTER	5.77
20	20	COOLEY GODWARD KRONISH	5.28

### 3. Capability Enhancements for Client

Rank Q3	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q3
1	1	BAKER & MCKENZIE	9.55
2	4	MILBANK TWEED HADLEY & MCCLOY	9.53
3	2	KIRKLAND & ELLIS	9.47
4	10	GOODWIN PROCTOR	9.26
5	7	LATHAM & WATKINS	9.20
6	5	MAYER BROWN	9.12
7	11	HOGAN & HARTSON	8.97
8	6	PILLSBURY WINTHROP SHAW PITTMAN	8.54
9	3	HUNTON & WILLIAMS	8.08
10	14	JONES DAY	8.05
11	18	ALSTON & BYRD	8.03
12	16	LOEB & LOEB	8.03
13	8	KAYE SCHOLER	8.00
14	12	MORGAN LEWIS & BOCKIUS	8.00
15	9	SONNENSCHN NATH & ROSENTHAL	7.81
16	15	DLA PIPER	7.81
17	20	COOLEY GODWARD KRONISH	7.38
18	19	BIERCE & KENERSON	6.92
19	13	VINSON & ELKINS	6.92
20	17	MORRISON & FOERSTER	6.35

#### 4. Advisor Domains of Legal Expertise

Rank Q4	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q4
1	6	PILLSBURY WINTHROP SHAW PITTMAN	9.73
2	3	HUNTON & WILLIAMS	9.66
3	2	KIRKLAND & ELLIS	9.64
4	1	BAKER & MCKENZIE	9.31
5	8	KAYE SCHOLER	9.17
6	9	SONNENSCHN NATH & ROSENTHAL	9.16
7	4	MILBANK TWEED HADLEY & MCCLOY	9.06
8	13	VINSON & ELKINS	8.89
9	7	LATHAM & WATKINS	8.82
10	11	HOGAN & HARTSON	8.77
11	19	BIERCE & KENERSON	8.64
12	10	GOODWIN PROCTOR	8.45
13	15	DLA PIPER	8.41
14	16	LOEB & LOEB	8.19
15	14	JONES DAY	8.15
16	5	MAYER BROWN	7.94
17	12	MORGAN LEWIS & BOCKIUS	7.91
18	17	MORRISON & FOERSTER	7.81
19	20	COOLEY GODWARD KRONISH	7.64
20	18	ALSTON & BYRD	6.06

## 5. Advisor Industry-Specific Outsourcing Qualifications

Rank Q5	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q5
1	2	KIRKLAND & ELLIS	9.73
2	1	BAKER & MCKENZIE	9.57
3	6	PILLSBURY WINTHROP SHAW PITTMAN	9.25
4	4	MILBANK TWEED HADLEY & MCCLOY	9.17
5	3	HUNTON & WILLIAMS	9.14
6	7	LATHAM & WATKINS	9.01
7	16	LOEB & LOEB	8.96
8	13	VINSON & ELKINS	8.76
9	12	MORGAN LEWIS & BOCKIUS	8.72
10	18	ALSTON & BYRD	8.63
11	15	DLA PIPER	8.61
12	9	SONNENSCHN NATH & ROSENTHAL	8.55
13	5	MAYER BROWN	8.52
14	8	KAYE SCHOLER	8.40
15	19	BIERCE & KENERSON	7.77
16	14	JONES DAY	7.64
17	17	MORRISON & FOERSTER	7.42
18	20	COOLEY GODWARD KRONISH	7.29
19	10	GOODWIN PROCTOR	7.12
20	11	HOGAN & HARTSON	7.05

## 6. Legal Spectrum of Category-Specific Functions (includes ITO, FAO, CCO, BPO, HRO, SCPO, FMO, LPO, and DPO)

Rank Q6	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q6
1	2	KIRKLAND & ELLIS	9.62
2	6	PILLSBURY WINTHROP SHAW PITTMAN	9.52
3	1	BAKER & MCKENZIE	9.43
4	10	GOODWIN PROCTOR	9.34
5	5	MAYER BROWN	9.30
6	3	HUNTON & WILLIAMS	9.19
7	9	SONNENSCHN NATH & ROSENTHAL	9.08
8	4	MILBANK TWEED HADLEY & MCCLOY	8.88
9	7	LATHAM & WATKINS	8.87
10	8	KAYE SCHOLER	8.74
11	11	HOGAN & HARTSON	8.30
12	14	JONES DAY	8.11
13	19	BIERCE & KENERSON	7.60
14	15	DLA PIPER	6.90
15	20	COOLEY GODWARD KRONISH	6.88
16	18	ALSTON & BYRD	6.85
17	17	MORRISON & FOERSTER	6.77
18	16	LOEB & LOEB	6.29
19	13	VINSON & ELKINS	6.05
20	12	MORGAN LEWIS & BOCKIUS	5.79

## 7. Legal Governance & Service Management Solutions

Rank Q7	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q7
1	2	KIRKLAND & ELLIS	9.60
2	1	BAKER & MCKENZIE	9.42
3	3	HUNTON & WILLIAMS	9.04
4	5	MAYER BROWN	9.01
5	11	HOGAN & HARTSON	8.99
6	4	MILBANK TWEED HADLEY & MCCLOY	8.89
7	7	LATHAM & WATKINS	8.75
8	9	SONNENSCHN NATH & ROSENTHAL	8.71
9	10	GOODWIN PROCTOR	8.65
10	13	VINSON & ELKINS	8.52
11	16	LOEB & LOEB	8.42
12	12	MORGAN LEWIS & BOCKIUS	8.38
13	17	MORRISON & FOERSTER	8.20
14	6	PILLSBURY WINTHROP SHAW PITTMAN	8.17
15	8	KAYE SCHOLER	8.00
16	14	JONES DAY	7.51
17	19	BIERCE & KENERSON	7.22
18	15	DLA PIPER	6.51
19	18	ALSTON & BYRD	6.44
20	20	COOLEY GODWARD KRONISH	6.06



## 8. Strategic Legal Options & Delivery Alternatives (Shared Services, Insourcing, Outsourcing, Offshoring, Nearshoring, Captives)

Rank Q8	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q8
1	1	BAKER & MCKENZIE	9.62
2	2	KIRKLAND & ELLIS	9.45
3	3	HUNTON & WILLIAMS	9.20
4	4	MILBANK TWEED HADLEY & MCCLOY	9.01
5	8	KAYE SCHOLER	8.73
6	20	COOLEY GODWARD KRONISH	8.54
7	11	HOGAN & HARTSON	8.44
8	15	DLA PIPER	8.43
9	6	PILLSBURY WINTHROP SHAW PITTMAN	8.39
10	7	LATHAM & WATKINS	8.27
11	5	MAYER BROWN	8.05
12	9	SONNENSCHN NATH & ROSENTHAL	7.78
13	10	GOODWIN PROCTOR	7.62
14	17	MORRISON & FOERSTER	7.37
15	13	VINSON & ELKINS	7.25
16	16	LOEB & LOEB	7.06
17	12	MORGAN LEWIS & BOCKIUS	6.78
18	14	JONES DAY	6.19
19	18	ALSTON & BYRD	5.10
20	19	BIERCE & KENERSON	5.08

## 9. Vendor Agnostic

Rank Q9	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q9
1	4	MILBANK TWEED HADLEY & MCCLOY	9.70
2	2	KIRKLAND & ELLIS	9.56
3	5	MAYER BROWN	9.26
4	11	HOGAN & HARTSON	9.22
5	1	BAKER & MCKENZIE	9.17
6	10	GOODWIN PROCTOR	8.67
7	12	MORGAN LEWIS & BOCKIUS	8.61
8	3	HUNTON & WILLIAMS	8.43
9	6	PILLSBURY WINTHROP SHAW PITTMAN	8.34
10	8	KAYE SCHOLER	8.15
11	9	SONNENSCHN NATH & ROSENTHAL	8.03
12	7	LATHAM & WATKINS	7.99
13	16	LOEB & LOEB	7.99
14	13	VINSON & ELKINS	7.42
15	15	DLA PIPER	7.18
16	20	COOLEY GODWARD KRONISH	6.38
17	18	ALSTON & BYRD	6.14
18	19	BIERCE & KENERSON	6.05
19	14	JONES DAY	5.76
20	17	MORRISON & FOERSTER	5.67

## 10. Innovations in Legal Consultative Approaches

Rank Q10	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q10
1	5	MAYER BROWN	9.68
2	1	BAKER & MCKENZIE	9.65
3	6	PILLSBURY WINTHROP SHAW PITTMAN	9.17
4	9	SONNENSCHN NATH & ROSENTHAL	9.00
5	2	KIRKLAND & ELLIS	8.96
6	4	MILBANK TWEED HADLEY & MCCLOY	8.95
7	12	MORGAN LEWIS & BOCKIUS	8.91
8	3	HUNTON & WILLIAMS	8.78
9	8	KAYE SCHOLER	8.55
10	11	HOGAN & HARTSON	8.24
11	7	LATHAM & WATKINS	8.07
12	10	GOODWIN PROCTOR	8.02
13	13	VINSON & ELKINS	7.77
14	14	JONES DAY	7.65
15	17	MORRISON & FOERSTER	7.30
16	15	DLA PIPER	6.99
17	16	LOEB & LOEB	6.58
18	20	COOLEY GODWARD KRONISH	6.51
19	18	ALSTON & BYRD	6.02
20	19	BIERCE & KENERSON	5.66

## 11. Scalability, Flexibility and Customization

Rank Q11	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q11
1	7	LATHAM & WATKINS	9.67
2	4	MILBANK TWEED HADLEY & MCCLOY	9.55
3	5	MAYER BROWN	9.44
4	1	BAKER & MCKENZIE	9.29
5	2	KIRKLAND & ELLIS	9.27
6	8	KAYE SCHOLER	9.07
7	6	PILLSBURY WINTHROP SHAW PITTMAN	8.98
8	10	GOODWIN PROCTOR	8.95
9	9	SONNENSCHN NATH & ROSENTHAL	8.74
10	3	HUNTON & WILLIAMS	8.50
11	18	ALSTON & BYRD	8.40
12	15	DLA PIPER	8.13
13	17	MORRISON & FOERSTER	8.07
14	11	HOGAN & HARTSON	7.83
15	12	MORGAN LEWIS & BOCKIUS	7.66
16	14	JONES DAY	7.37
17	13	VINSON & ELKINS	7.32
18	19	BIERCE & KENERSON	7.17
19	16	LOEB & LOEB	7.05
20	20	COOLEY GODWARD KRONISH	6.69

## 12. Breadth of Experience through Sourcing Lifecycle

Rank Q12	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q12
1	2	KIRKLAND & ELLIS	9.52
2	7	LATHAM & WATKINS	9.34
3	3	HUNTON & WILLIAMS	9.27
4	1	BAKER & MCKENZIE	9.14
5	4	MILBANK TWEED HADLEY & MCCLOY	9.08
6	15	DLA PIPER	8.86
7	5	MAYER BROWN	8.82
8	11	HOGAN & HARTSON	8.74
9	6	PILLSBURY WINTHROP SHAW PITTMAN	8.61
10	17	MORRISON & FOERSTER	8.38
11	8	KAYE SCHOLER	8.33
12	20	COOLEY GODWARD KRONISH	8.23
13	13	VINSON & ELKINS	8.15
14	12	MORGAN LEWIS & BOCKIUS	8.13
15	19	BIERCE & KENERSON	8.09
16	9	SONNENSCHN NATH & ROSENTHAL	8.06
17	10	GOODWIN PROCTOR	8.01
18	18	ALSTON & BYRD	7.75
19	14	JONES DAY	7.66
20	16	LOEB & LOEB	7.40

### 13. Marginal Value Adds

Rank Q13	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q13
1	1	BAKER & MCKENZIE	9.60
2	2	KIRKLAND & ELLIS	9.46
3	8	KAYE SCHOLER	9.23
4	4	MILBANK TWEED HADLEY & MCCLOY	9.17
5	15	DLA PIPER	9.05
6	5	MAYER BROWN	9.01
7	18	ALSTON & BYRD	8.81
8	3	HUNTON & WILLIAMS	8.77
9	10	GOODWIN PROCTOR	8.73
10	9	SONNENSCHN NATH & ROSENTHAL	8.69
11	12	MORGAN LEWIS & BOCKIUS	8.65
12	7	LATHAM & WATKINS	8.54
13	6	PILLSBURY WINTHROP SHAW PITTMAN	8.09
14	13	VINSON & ELKINS	8.01
15	20	COOLEY GODWARD KRONISH	7.96
16	11	HOGAN & HARTSON	7.94
17	14	JONES DAY	7.90
18	17	MORRISON & FOERSTER	7.86
19	16	LOEB & LOEB	7.53
20	19	BIERCE & KENERSON	7.37

## 14. Relationship Support and Client Care

Rank Q14	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q14
1	1	BAKER & MCKENZIE	9.69
2	4	MILBANK TWEED HADLEY & MCCLOY	9.24
3	2	KIRKLAND & ELLIS	9.18
4	7	LATHAM & WATKINS	9.18
5	3	HUNTON & WILLIAMS	9.15
6	5	MAYER BROWN	9.14
7	6	PILLSBURY WINTHROP SHAW PITTMAN	8.71
8	13	VINSON & ELKINS	8.68
9	14	JONES DAY	8.65
10	8	KAYE SCHOLER	8.59
11	9	SONNENSCHN NATH & ROSENTHAL	8.44
12	17	MORRISON & FOERSTER	8.41
13	11	HOGAN & HARTSON	8.38
14	10	GOODWIN PROCTOR	8.35
15	15	DLA PIPER	8.34
16	12	MORGAN LEWIS & BOCKIUS	8.03
17	18	ALSTON & BYRD	7.78
18	16	LOEB & LOEB	7.62
19	20	COOLEY GODWARD KRONISH	7.11
20	19	BIERCE & KENERSON	6.71

## 15. Trust, Reliability, Confidentiality, Accountability/Ethics

Rank Q15	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q15
1	2	KIRKLAND & ELLIS	9.80
2	1	BAKER & MCKENZIE	9.48
3	3	HUNTON & WILLIAMS	9.46
4	20	COOLEY GODWARD KRONISH	9.25
5	7	LATHAM & WATKINS	9.18
6	4	MILBANK TWEED HADLEY & MCCLOY	9.11
7	10	GOODWIN PROCTOR	9.06
8	6	PILLSBURY WINTHROP SHAW PITTMAN	9.03
9	9	SONNENSCHN NATH & ROSENTHAL	8.86
10	5	MAYER BROWN	8.85
11	12	MORGAN LEWIS & BOCKIUS	8.72
12	8	KAYE SCHOLER	8.57
13	19	BIERCE & KENERSON	8.41
14	15	DLA PIPER	7.81
15	13	VINSON & ELKINS	7.49
16	11	HOGAN & HARTSON	7.39
17	17	MORRISON & FOERSTER	7.34
18	18	ALSTON & BYRD	7.25
19	16	LOEB & LOEB	6.96
20	14	JONES DAY	6.48



## 16. Global Legal Applications, Globalization Understanding, Global Service Transformations

Rank Q16	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q16
1	1	BAKER & MCKENZIE	9.67
2	3	HUNTON & WILLIAMS	9.66
3	2	KIRKLAND & ELLIS	9.43
4	7	LATHAM & WATKINS	9.34
5	8	KAYE SCHOLER	9.33
6	5	MAYER BROWN	9.19
7	14	JONES DAY	9.11
8	10	GOODWIN PROCTOR	8.86
9	6	PILLSBURY WINTHROP SHAW PITTMAN	8.56
10	9	SONNENSCHN NATH & ROSENTHAL	8.28
11	12	MORGAN LEWIS & BOCKIUS	8.08
12	4	MILBANK TWEED HADLEY & MCCLOY	8.06
13	16	LOEB & LOEB	7.95
14	19	BIERCE & KENERSON	7.94
15	20	COOLEY GODWARD KRONISH	7.85
16	17	MORRISON & FOERSTER	7.73
17	11	HOGAN & HARTSON	7.66
18	15	DLA PIPER	7.61
19	18	ALSTON & BYRD	7.60
20	13	VINSON & ELKINS	7.53

## 17. Return-On-Investment, Engagement Deliverables & Quality

Rank Q17	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q17
1	8	KAYE SCHOLER	9.64
2	4	MILBANK TWEED HADLEY & MCCLOY	9.48
3	1	BAKER & MCKENZIE	9.42
4	11	HOGAN & HARTSON	9.32
5	3	HUNTON & WILLIAMS	9.08
6	6	PILLSBURY WINTHROP SHAW PITTMAN	9.08
7	2	KIRKLAND & ELLIS	9.05
8	9	SONNENSCHN NATH & ROSENTHAL	8.88
9	7	LATHAM & WATKINS	8.81
10	12	MORGAN LEWIS & BOCKIUS	8.61
11	5	MAYER BROWN	8.55
12	10	GOODWIN PROCTOR	8.28
13	13	VINSON & ELKINS	8.16
14	18	ALSTON & BYRD	8.12
15	20	COOLEY GODWARD KRONISH	8.03
16	15	DLA PIPER	8.01
17	14	JONES DAY	7.90
18	19	BIERCE & KENERSON	7.90
19	16	LOEB & LOEB	7.71
20	17	MORRISON & FOERSTER	7.60

## 18. Speed and Efficiency of Engagement Deployment

Rank Q18	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q18
1	2	KIRKLAND & ELLIS	9.49
2	3	HUNTON & WILLIAMS	9.21
3	1	BAKER & MCKENZIE	9.14
4	5	MAYER BROWN	9.14
5	4	MILBANK TWEED HADLEY & MCCLOY	9.08
6	8	KAYE SCHOLER	9.06
7	11	HOGAN & HARTSON	8.46
8	6	PILLSBURY WINTHROP SHAW PITTMAN	8.43
9	10	GOODWIN PROCTOR	8.41
10	7	LATHAM & WATKINS	8.23
11	12	MORGAN LEWIS & BOCKIUS	8.17
12	14	JONES DAY	8.00
13	13	VINSON & ELKINS	7.69
14	15	DLA PIPER	7.63
15	9	SONNENSCHN NATH & ROSENTHAL	7.57
16	17	MORRISON & FOERSTER	7.52
17	19	BIERCE & KENERSON	7.49
18	20	COOLEY GODWARD KRONISH	7.40
19	18	ALSTON & BYRD	7.30
20	16	LOEB & LOEB	6.59

## 19. Best-of-Breed Technology, Process Improvement, Legal Tools & Research

Rank Q19	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q19
1	3	HUNTON & WILLIAMS	9.47
2	1	BAKER & MCKENZIE	9.46
3	5	MAYER BROWN	9.30
4	6	PILLSBURY WINTHROP SHAW PITTMAN	9.23
5	8	KAYE SCHOLER	9.15
6	2	KIRKLAND & ELLIS	9.12
7	7	LATHAM & WATKINS	8.88
8	9	SONNENSCHN NATH & ROSENTHAL	8.76
9	11	HOGAN & HARTSON	8.68
10	14	JONES DAY	8.49
11	12	MORGAN LEWIS & BOCKIUS	8.23
12	13	VINSON & ELKINS	8.23
13	17	MORRISON & FOERSTER	8.01
14	16	LOEB & LOEB	7.98
15	19	BIERCE & KENERSON	7.97
16	4	MILBANK TWEED HADLEY & MCCLOY	7.74
17	10	GOODWIN PROCTOR	7.61
18	15	DLA PIPER	7.10
19	20	COOLEY GODWARD KRONISH	6.90
20	18	ALSTON & BYRD	6.77

## 20. Engagement Viability

Rank Q20	Overall Rank	FIRM	LEGAL ADVISORS SCORE Q20
1	13	VINSON & ELKINS	9.41
2	8	KAYE SCHOLER	9.33
3	18	ALSTON & BYRD	9.29
4	3	HUNTON & WILLIAMS	9.02
5	2	KIRKLAND & ELLIS	9.02
6	1	BAKER & MCKENZIE	8.91
7	14	JONES DAY	8.89
8	6	PILLSBURY WINTHROP SHAW PITTMAN	8.83
9	9	SONNENSCHN NATH & ROSENTHAL	8.74
10	17	MORRISON & FOERSTER	8.45
11	12	MORGAN LEWIS & BOCKIUS	8.29
12	7	LATHAM & WATKINS	8.26
13	10	GOODWIN PROCTOR	8.20
14	20	COOLEY GODWARD KRONISH	8.09
15	5	MAYER BROWN	7.81
16	15	DLA PIPER	7.76
17	4	MILBANK TWEED HADLEY & MCCLOY	7.64
18	16	LOEB & LOEB	7.55
19	11	HOGAN & HARTSON	7.29
20	19	BIERCE & KENERSON	7.11

# Appendix 6: 2009 Survey Respondents

## Respondents by titles:

Outsourcing Governance Management	21.0%
Vice President	20.3%
Chief Financial Officer	14.2%
Chief Technology Officer/CIO	13.1%
Director/Manager	8.3%
Chief Operating Officer	7.2%
President/Chief Executive Officer	3.1%
Chief Procurement Officer	3.1%
Specialist/Consultant	2.2%
Chief Sourcing Officer	2.0%
Relationship Management	1.8%
Shared Services Director	1.4%
Other	1.3%
Purchasing Staff	0.8%

Which of the following best describes your company's annual revenue (\$US)?

\$25 Billion +	4.9%
\$ 10 Billion to \$25 Billion	26.2%
\$ 2 Billion to \$ 10 Billion	31.0%
\$ 500 Million to \$ 2 Billion	15.2%
\$ 100 Million to \$ 500 Million	14.2%
\$ 25 Million to \$ 100 Million	5.0%
Less than \$ 25 Million	3.5%

In which regions does your company have operations? (Does not add up to 100% due to multiple location options)

United States	95.4%
UK	27.6%
Europe (Other than UK)	25.4%
Asia/Pacific Region	15.4%
Canada	13.0%
Middle East	8.9%
Other	3.4%
South America	5.6%
Mexico	3.5%
Africa	1.4%

What is your company's primary industry?

ALPHABETIAL LISTING

Aerospace & Defense	1.30%
Agriculture	0.22%
Automotive	1.03%
Banking	11.30%
Business Services	7.38%
Chemicals	2.00%
Construction	0.62%
Consumer Packaged Goods	2.03%
Discrete Manufacturing	1.54%
Education	1.92%
Energy, Oil, Gas	1.79%
Financial Services	9.39%
Gaming	0.21%
Government - Agencies	4.46%
Government - Health	1.17%
Healthcare	3.78%
High Technology & Electronics	9.93%
Insurance	4.99%
Life Sciences & Biotech	2.22%
Material Resources	2.03%
Media, Publishing & Entertainment	2.45%
Other	5.53%
Parcel, Express, Logistics & Delivery	0.45%
Pharmaceuticals	2.98%
Railroads	0.09%
Real Estate	0.38%
Retail	3.24%
Telecommunications	7.87%
Television, Networks & Studios	1.32%
Transportation & Logistics	2.79%
Travel, Hospitality & Leisure	1.65%
Utilities	1.89%

What is your company's primary industry?

BY PERCENTAGE

Banking	11.30%
High Technology & Electronics	9.93%
Financial Services	9.39%
Telecommunications	7.87%
Business Services	7.38%
Other	5.53%
Insurance	4.99%
Government - Agencies	4.46%
Healthcare	3.78%
Retail	3.24%
Pharmaceuticals	2.98%
Transportation & Logistics	2.79%
Media, Publishing & Entertainment	2.45%
Life Sciences & Biotech	2.22%
Consumer Packaged Goods	2.03%
Material Resources	2.03%
Chemicals	2.00%
Education	1.92%
Utilities	1.89%
Energy, Oil, Gas	1.79%
Travel, Hospitality & Leisure	1.65%
Discrete Manufacturing	1.54%
Television, Networks & Studios	1.32%
Aerospace & Defense	1.30%
Government - Health	1.17%
Automotive	1.03%
Construction	0.62%
Parcel, Express, Logistics & Delivery	0.45%
Real Estate	0.38%
Agriculture	0.22%
Gaming	0.21%
Railroads	0.09%

If your organization is outsourcing or is considering outsourcing, what type of outsourcing model are you using?

Onshore and Offshore	60.55%
Onshore, Offshore and Nearshore	17.55%
Onshore Only	15.94%
Onshore and Nearshore	3.55%
Offshore Only	1.78%
Nearshore Only	0.63%

In the Vendor Selection process, based on experience and current satisfaction level with outsourcing vendors, Rank the top three (3) which will drive your next initiative decision making processes.

1	Shift to Homeshore/Nearshore	70.4%
2	Alternative to Offshore	63.3%
3	US Employment and Data/Work Centers (Home Country Centric)	62.2%
4	Financial Stability	58.39%
5	Risk Mitigation Programs	58.30%
6	Change Management and Flexibility	54.62%
7	Security Capabilities	54.50%
8	References, Reputation and Known Client Experiences	48.80%
9	Managerial Stability and Leadership Competence	48.30%
10	Strategy, Creativity and Innovation Contribution	48.00%
11	Market Size and/or Vertical Experience	46.78%
12	Quality and Process Expertise	45.90%
13	Cultural Fit	42.90%
14	Time to Deliver Goals & Objectives	42.30%
15	Industry Knowledge and Experience	41.80%
16	Business Transformation Processes	40.00%
17	Pricing and Economic Proposition	32.90%
18	Relationship Mgmt, Preferred Vendor Programming	20.30%
19	End-to-End Process Capabilities	17.30%
20	Technology Platform	15.50%
21	Globalization and Delivery Location Options	10.20%
22	Leadership Commitment to Outsourcing	8.90%
23	Cross Industry & Bundled Functionalities	7.50%
24	Faster and Cheaper	4.80%

Current Users Budgeting to Increase Outsourcing in 2009-2010, Top Increases

Information Technology: Infrastructure	53.7%
Information Technology: Applications	41.4%
Legal Processes	38.3%
Finance & Accounting Processes	30.4%
Engineering Processes	27.3%
Environmental Tech Processes	25.4%
Procurement	14.5%
Transactions/BPO	11.3%
Knowledge Process & Analytics	11.0%



The Outsourcing Management Institute sanctions the annual process by authorizing and endorsing specific quantifiable and qualifiable criteria that objectively judge outsourcing leadership impact and organizational operational excellence as result of managerial control. Bringing true value to outsourcing buyers, job seekers and vendors, Outsourcings Best Managed top fifty ranked vendor, recognized globally as the "Black Book 50" is differentiated from similar judged rankings by not being based on any subjective criteria.

Over 4000 global and regional outsourcing providers of various service offerings and over 500 advisors/consultants were graded and analyzed by actual customers, contractors and partners to arrive at the results for the 50 Best Managed Outsourcing Vendors in 2009, the fifth year of the survey process. Recognized as the only unbiased resource for Outsourcing Buyers, Investors and Competitive vendors, it was first included in the initial release of "The Black Book of Outsourcing" in April 2005, (Wiley Publishers), now the internationally best-selling business book, translated into five languages and available in audio book as well. The Black Book of Outsourcing second edition was released in August 2008.



The purpose of annual updating the list is to provide objective analysis and non-biased advisement to outsourcing buyers and investors.



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