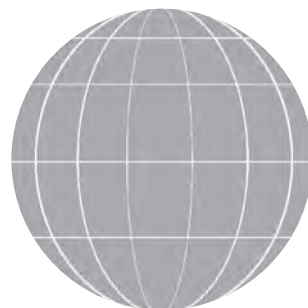


THE GLOBAL OUTSOURCING

100

2015



IN PARTNERSHIP WITH



fortune.com/adsections



The brightest stars of outsourcing for the third year in a row

In 2013, 2014 & 2015, the International Association of Outsourcing Professionals has ranked ISS among the world's best outsourcing service providers

Despite the change of review criteria from a ranking list to star rating, ISS achieved the highest possible result, four full stars. We celebrate this award as an acknowledgment of great service performance. Being great is at the heart of our culture and each ISS individual. Every day our 510,000 service professionals make a difference and help to facilitate our customers' purpose by providing more ease, higher effectiveness and better experiences to people and businesses. We have been around for 100 years, and in order to be around for the next 100 we will keep on finding new, smarter and more efficient ways to deliver our services – through the power of the human touch.

THE POWER OF THE HUMAN TOUCH



THE OUTSOURCING EVOLUTION

Companies aren't interested in hiring the least expensive outsourcing provider anymore. They want high-quality, innovative work, and they're willing to pay for it.



GONE ARE THE DAYS when outsourcing simply meant hiring cheap offshore labor. Over the last several years, companies have realized that paying more for quality work and building long-term

partnerships yields better results than outsourcing to the lowest bidder. "Companies aren't trying to look for someone to come in and take over, and do it faster and cheaper," says Michael Corbett, founder and chairman of the International Association of Outsourcing Professionals (IAOP), an organization that counts 120,000 outsourcing companies and individuals as members and affiliates. "Outsourcing is now part of a company's fundamental strategy."

This change in mind-set has helped the outsourcing sector grow from a \$70 billion business in 2004 to a \$104 billion business today, according to Statista. It's also not just a manufacturing-focused industry anymore. Companies can outsource nearly everything, from food services and housing logistics to software development and employee relocation assistance. Executives have also realized that it's better to work with a

company that specializes in a particular area, so that they can focus on their own company's core competencies, says Corbett.

Finding Flexibility

As price points have evolved, so too have company expectations. Today's executives want their outsourcing partners to offer flexibility. That could mean quickly adding or reducing staff, instantly jumping on a new project, finding short-term cost savings, and more. Companies want partners that can quickly adapt to our constantly changing world, says Corbett. "How many companies were on top, only to suddenly play catch-up because they fell behind in technological innovation?" he asks. "Companies need flexibility and the ability to refocus relationships so they can stay ahead."

More than just flexibility, though, companies are looking for partners that can evolve with a business and help it grow long-term. That's one of the biggest changes that Jeff Gravenhorst has seen in the outsourcing industry. The group CEO of ISS World Services, a Copenhagen, Denmark-based outsourcing company that specializes in facility services, says companies don't just want people to clean a floor or make a meal anymore. They want to work with someone who can help



Blanca Trevino, IAOP Hall of Fame inductee and CEO of Softtek travels 46 to 48 weeks a year to countries where they have operations.

for a clean floor, it doesn't just want a clean floor. "It wants it to be clean for a reason," says Gravenhorst. Take shopping, for instance: Research shows that the cleaner the mall floor, the more customers are likely to spend. "It's about creating an environment that can help our client increase revenues," he says. "We're not just there to make the floor clean."

them retain clients and create culture. "When it comes to food, it's not just about getting something to fill your stomach," he says. "Now we create a restaurant where people can socialize, and that helps retain and attract staff."

With 510,000 employees, ISS World Services is one of the largest and oldest outsourcing operations on the planet. Over the years, the 114-year-old company has learned that when a company asks

Best at Business

As an increasing number of CEOs realize how outsourcing can add value to a company, outsourcing companies need to ensure that their own operations are running smoothly. An outsourcing provider "must be a good business in its own right," says Corbett. That means having a good leadership team, strong management,

(Continued on page S6)

Going Steady

In outsourcing, a long-term relationship can make all the difference.

One sign of a successful outsourcing partnership is longevity. Case in point: global IT outsourcing business Miratech Group has been working seamlessly with its client Genesys, a developer of market-leading customer experience and contact center solutions, since 2000.

Miratech is one of many outsource partners that's helped Genesys grow to more than \$850 million in revenue by developing program

applications, deploying products, and working with their end users, among other things. "They get our evolving needs, and they're flexible in their business model," says Genesys CEO Paul Segre (left).

One reason why Miratech has built such a long-lasting relationship with Genesys—and many other clients—is because of its cost-efficient Managed Competence Center, which allows companies to transfer responsibility for selecting and recruiting the best talent, and project deliveries, says Miratech CEO Valeriy Kutsyy (right).

This allows clients to offload employee risk, quickly implement staffing changes, and more. It also helps Miratech to align with its clients. "We've worked to make Miratech part of the team," says Segre.

There's no doubt that this partnership will continue, says Kutsyy, who hopes to help grow Genesys by leaps and bounds. "We're helping them sell products and retain customers," he says. "We want to be part of keeping Genesys customers loyal and happy."



IAOP GLOBAL OUTSOURCING 100

| Company | Web Address | Size Judging Group | Size & Growth | Delivery Excellence | Programs for Innovation | CSR |
|--|------------------------------------|--------------------|---------------|---------------------|-------------------------|-----|
| ACCELYA | w3.accelya.com | Leader | | ↘ | ★ | |
| ACCENTURE | accenture.com | Leader | ★ | ★ | ★ | ★ |
| AEGIS | aegisglobal.com | Leader | | | | ★ |
| AGS HEALTH PRIVATE LIMITED | agshealth.com | Rising Star | | | | |
| AJUBA INTERNATIONAL | ajubanet.net | Rising Star | | ↘ | | |
| ALORICA | alorica.com | Leader | | | | |
| ALTISOURCE | altisource.com | Leader | ↘ | ↘ | ↘ | |
| AON HEWITT | aonhewitt.com | Leader | ★ | | ★ | ★ |
| ARTEZIO | artezio.com | Rising Star | | | | |
| ASIAINFO TECHNOLOGIES (NANJING) | asiainfo.com | Leader | | | | |
| AURIGA | auriga.com | Rising Star | | | | ★ |
| BANNER MANAGED COMMUNICATION | banner-managedcommunication.com | Leader | | | | ↘ |
| BLEUM | bleum.com | Rising Star | | | | |
| BROOKFIELD GRS | brookfieldgrs.com | Leader | | | ↘ | |
| CANON BUSINESS PROCESS SERVICES | cbps.canon.com | Leader | | ★ | ★ | ★ |
| CBRE | cbre.com | Leader | ★ | ★ | ★ | ★ |
| CGI | cgi.com | Leader | ★ | | | ★ |
| CIENET | cienet.com | Leader | | ★ | | |
| CLUTCH GROUP | clutchgroup.com | Rising Star | | | | |
| COLLIERS INTERNATIONAL | colliers.com | Leader | ★ | ★ | ★ | ↘ |
| COMPETENCE CALL CENTER | yourccc.com | Leader | | | | |
| CONCENTRIX | concentrix.com | Leader | ★ | | ↘ | |
| CYBAGE SOFTWARE | cybage.com | Leader | | ↘ | | |
| DATAMATICS GLOBAL SERVICES | datamatics.com | Leader | | ★ | | |
| DDD | digitaldividedata.org | Rising Star | | | | ↘ |
| DIEBOLD INTEGRATED SERVICES® | diebold.com/integratedservices.com | Leader | ↘ | | | ↘ |
| DONLEN | donlen.com | Leader | | | | |
| DTZ (FORMERLY CASSIDY TURLEY) | dtz.com | Leader | ★ | ↘ | ↘ | |
| ELEKS | eleks.com | Rising Star | | ↘ | | ↘ |
| EMERIO GLOBESOFT | emerio.com | Leader | | ↘ | | |
| EXL | exl.com | Leader | ↘ | ★ | ↘ | |
| FIRSTSOURCE | firstsource.com | Leader | ↘ | | ↘ | |
| FPT SOFTWARE COMPANY LIMITED | fpt-software.com | Leader | | ↘ | | |
| FUSION BPO SERVICES | fusionbposervices.com | Rising Star | | | | |
| GRUPO ASSA | grupoassa.com | Leader | | | | |
| GRUPO PROMINENTE | grupoprominente.com | Rising Star | | | | |
| HARBINGER SYSTEMS | harbinger-systems.com | Rising Star | | | ↘ | |
| HCL TECHNOLOGIES LIMITED | hcltech.com | Leader | ★ | | ★ | ★ |
| HGS | teamhgs.com | Leader | ★ | | ↘ | |
| HP ENTERPRISE SERVICES | hp.com | Leader | ★ | | ↘ | ★ |
| IBA GROUP | ibagroupit.com | Leader | | ↘ | ★ | |
| INDECOMM GLOBAL SERVICES | indecmm.net | Leader | | | | |
| INSIGMA | insigma.com.cn | Leader | | ↘ | | ↘ |
| INSPUR | inspur.com | Leader | ★ | | | |
| INTEGREON | integreon.com | Leader | | | ↘ | |
| INTETICS | intetics.com | Rising Star | | ★ | | |
| ISOFTSTONE | isoftstone.com/en | Leader | | | ↘ | |
| ISS | issworld.com | Leader | ★ | ★ | ★ | ★ |
| ISS ART | issart.com/en | Rising Star | | | | |
| ITC INFOTECH | itcinfotech.com | Leader | | ★ | | ★ |

KEY: ★ Full Star: Highest Rated ↘ Half Star: Distinguished Leaders Judging Group: (larger, more established firms) Rising Stars Judging Group (smaller, emerging companies)

IAOP GLOBAL OUTSOURCING 100

| Company | Web Address | Size Judging Group | Size & Growth | Delivery Excellence | Programs for Innovation | CSR |
|---|----------------------------|--------------------|---------------|---------------------|-------------------------|-----|
| ITRANSITION | itransition.com | Rising Star | | ↘ | ↘ | |
| JOHNSON CONTROLS GLOBAL WORKPLACE SOL | johnsoncontrols.com/gws | Leader | ↘ | ★ | | ★ |
| JONES LANG LASALLE | jll.com | Leader | ★ | ★ | ★ | ★ |
| KELLY OUTSOURCING AND CONSULTING GRP | kellyocg.com | Leader | ↘ | ★ | ★ | ↘ |
| KNOAH SOLUTIONS | knoah.com | Rising Star | | | | |
| L&T INFOTECH | lntinfotech.com | Leader | ↘ | ↘ | ★ | ★ |
| LEASEPLAN USA | us.leaseplan.com | Leader | ↘ | | | ↘ |
| LEGALBASE | legalbaselaw.com | Rising Star | | | | |
| LUXOFT | luxoft.com | Leader | | ★ | | |
| MAYKOR | maykor.com/en | Leader | ↘ | ★ | ★ | ↘ |
| MERA | merasws.com | Leader | | ↘ | | |
| MINACS GROUP | minacs.com | Leader | | | | |
| MINDTREE | mindtree.com | Leader | | ★ | | ↘ |
| MIRATECH | miratechgroup.com | Rising Star | | | ↘ | |
| MOTIF | motifinc.com | Rising Star | | | | ↘ |
| NEORIS | neoris.com | Leader | | | ↘ | |
| NEWMARK GRUBB KNIGHT FRANK | ngkf.com | Leader | ★ | | ↘ | |
| NIIT TECHNOLOGIES | niit-tech.com | Leader | | | | |
| ORANGE BUSINESS SERVICES | orange-business.com | Leader | ↘ | | ↘ | ★ |
| OXAGILE | oxagile.com | Rising Star | | | | |
| PACTERA | pactera.com | Leader | ↘ | ★ | ↘ | ★ |
| QUATRRO | quattro.com | Leader | | ↘ | | ↘ |
| RESOURCE PRO | resourcepro.com | Rising Star | | | | |
| RR DONNELLEY GLOBAL OUTSOURCING | outsourcing.rrd.com | Leader | | | | ★ |
| SERVICENGINEBPO | sebpo.com | Rising Star | | | | |
| SITEL OPERATING CORPORATION | sitel.com | Leader | ★ | ↘ | | ↘ |
| SOFTENGI | softengi.com | Rising Star | | ↘ | | |
| SOFTJOURN | softjourn.com | Rising Star | | | ↘ | ↘ |
| SOFTSERVE | softserveinc.com | Leader | | | | ↘ |
| SPI GLOBAL | spi-global.com | Leader | | ↘ | | |
| STEFANINI | stefanini.com | Leader | ★ | | | ↘ |
| SUTHERLAND GLOBAL SERVICES | sutherlandglobal.com | Leader | ★ | | | |
| SWISS POST SOLUTIONS | swisspostsolutions.com | Leader | ↘ | ↘ | | ↘ |
| SYKES ENTERPRISES | sykes.com | Leader | ★ | ↘ | | |
| SYNTEL | syntelinc.com | Leader | ↘ | | | |
| TATA COMMUNICATIONS TRANSFORMATION SVC | tatacommunications-ts.com | Leader | | ↘ | | |
| TEAM INTERNATIONAL SERVICES | teaminternational.com | Rising Star | | | ↘ | ↘ |
| TECH MAHINDRA BUSINESS SERVICES GROUP | techmahindra.com | Leader | ★ | | | ★ |
| TELEPERFORMANCE | teleperformance.com | Leader | ★ | | ↘ | ★ |
| TELETECH | teletech.com | Leader | ↘ | | | ↘ |
| TGESTIONA | tgestiona.com.pe | Leader | | ★ | ↘ | |
| TIVIT | tivit.com.br | Leader | ↘ | ★ | | |
| TOWERS WATSON | towerswatson.com | Leader | ★ | | ↘ | |
| TRANSCOSMOS | trans-cosmos.co.jp/english | Leader | ↘ | | | |
| TRIGENT SOFTWARE | trigent.com | Rising Star | | ↘ | | |
| VADS BUSINESS PROCESS SDN. BHD. | vads.com | Leader | | | | |
| VIRTUSA CORPORATION | virtusa.com | Leader | | | | ★ |
| WICRESOFT | wicresoft.com | Leader | | | ★ | ↘ |
| WNS GLOBAL SERVICES PRIVATE LIMITED | wns.com | Leader | ↘ | ↘ | ↘ | |
| XCHANGING | xchanging.com | Leader | | | ↘ | ★ |

IAOP WORLD'S BEST OUTSOURCING ADVISORS

| Company | Web Address | Size & Growth | Delivery Excellence | Programs for Innovation | Company | Web Address | Size & Growth | Delivery Excellence | Programs for Innovation |
|--|-----------------------|---------------|---------------------|-------------------------|---------------------------------|--------------------------------------|---------------|---------------------|-------------------------|
| ALSBRIDGE | www.alsbridge.com | ★ | ★ | ★ | KPMG | www.kpmg.com | ★ | ★ | ★ |
| AVASANT | www.avasant.com | ★ | ★ | | MATRYZEL CONSULTING | www.matryzel.com | | | |
| BAKER & MCKENZIE | www.bakermckenzie.com | ★ | | | MAYER BROWN | www.mayerbrown.com | ★ | ★ | |
| BIRD & BIRD | www.twobirds.com | ★ | | | NEO GROUP | neogroup.com | | | ★ |
| DELOITTE | www.deloitte.com/us | ★ | ★ | ★ | OLSWANG | www.olswang.com | ★ | | |
| ELIX-IRR PARTNERS | www.elix-irr.com | | | | PACE HARMON | www.paceharmon.com | | | |
| EY | www.ey.com | ★ | ★ | ★ | PILLSBURY WINTHROP SHAW PITTMAN | www.pillsburylaw.com/globalsourcing | | | |
| FOLEY & LARDNER | www.foley.com | | | | PWC STRATEGY& | www.strategyand.pwc.com; www.pwc.com | ★ | ★ | |
| INFORMATION SERVICES GROUP, INC. (ISG) | www.isg-one.com | ★ | ★ | | QUINT WELLINGTON REDWOOD | www.quintgroup.com | | ★ | ★ |
| KIRKLAND & ELLIS | www.kirkland.com | | ★ | ★ | ZINNOV MANAGEMENT CONSULTING | www.zinnov.com | ★ | | ★ |

KEY: ★ Full Star: Highest Rated ★ Half Star: Distinguished

the ability to develop talent, and a track record of innovation. Corbett points to IAOP's Global Outsourcing 100—a list of the world's best outsourcing service providers that showcases companies excelling in the areas customers

care most about—as a great place to find well-run partners.

Unlike in the past, when companies would often switch partners when a cheaper option came along, executives now want to develop long-term relationships with their outsourcing partners. "That's what outsourcing is really about," says Corbett, "creating these long-lasting partnerships with outside organizations that have unique capabilities and skills."

Many companies are also looking for partners that staff programs with their own employees, rather than using sub-contractors who might not meet their standards. That's one of the keys to Miratech Group's success. The Stockholm- and Washington, D.C.-based IT outsourcing company has 870 staff members, many with Ph.D.s and master's

degrees. "We don't compromise on the people we hire," says Miratech CEO Valeriy Kutsyy.

When it comes to the IT sector, a lot of companies can't hire fast enough, nor can they find the level of skill needed to assure success. Miratech has access to some of the best tech-sector employees in Eastern Europe, where its R&D centers are based. "We attract and retain top people, and that allows our clients to focus on their higher priorities," says Kutsyy.

Importance of Innovation

There are many kinds of outsourcing businesses, but one of the common denominators among the best is that they're technology-driven, says Neil Hirshman, an outsourcing expert with Chicago-based law firm Kirkland & Ellis and a member of the IAOP's Strategic Advisory Board. That wasn't as important years ago, but it's critical today. Technology is allowing outsourcing companies to be more innovative, to reduce costs, and to give their clients better service.

For instance, a large food services outsourcer could have equipment and employees working on thousands of different jobs all over the world. At one time, it was hard to keep track of what everyone was doing. Now, there's software that can tell where every staffer is located and if every piece of equipment is accounted for. "Technology, such as cloud computing and mobile technology, has really changed the way a lot of these companies operate," says Hirshman.

Today, clients are looking to their IT outsourcing partners for innovative solutions to drive growth. IT consulting and outsourcing company Virtusa Corporation, based in Westborough, Mass., is such a partner. Its ERA Insight tool im-



Widely regarded as the pioneer and "Guru" of the Indian BPO industry, Raman Roy (right) has played a pivotal role over the last two decades in proving that India can be a preferred location for remote processing.

tions. "Outsourcing has come a long way since the '90s. Increasingly, the trend is toward enterprises adopting sourcing strategies that require the partner to rapidly innovate and transform, and at the same time make their operations efficient and agile."

More Vendors, Shorter Contacts

One of the changes in this sector has been an increase in the diversity of companies that offer outsourcing services. While that growth has a lot to do with a greater acceptance of the outsourcing model, it's also a result of technological innovation. Now companies can provide services from almost any location, says Michael Stoler, a senior manager in Deloitte Consulting LLP's Outsourcing Advisory practice. In fact, Deloitte's recent Global Out-

proves software productivity and quality. Its Kore platform helps clients increase automation and transform IT operations "from reactive to preemptive," and its social platform helps engineers co-create solutions for clients in real time.

"Our clients are asking, 'Is my vendor helping me innovate, or are they stuck in the past?'" says Harsha Kumar, Virtusa's senior vice president of outsourcing and transformational industry solu-

tion, says Michael Stoler, a senior manager in Deloitte Consulting LLP's Outsourcing Advisory practice. In fact, Deloitte's recent Global Out-

A Proven Global Leader

STEFANINI IS A \$1B GLOBAL IT outsourcing services company with locations in 30+ countries across the Americas, Europe, Australia, and Asia. Since 1987, Stefanini has been providing blended offshore, onshore, and nearshore IT services with its flexible "SMART Shore" model, featuring IT infrastructure outsourcing (help desk support and desktop services) and including application development services, systems integration, consulting, and strategic staffing to Fortune 1000 enterprises around the world.

CORPORATE GLOBAL HEADQUARTERS: Sao Paulo, Brazil
EUROPEAN HEADQUARTERS: Brussels
NORTH AMERICAN HEADQUARTERS: metropolitan Detroit
Learn more today at stefanini.com/en/fortune



OUTSOURCING RE-IMAGINED

Business leaders are under constant pressure to drive better and faster business outcomes. Virtusa's IT outsourcing approach focuses on improving IT efficiency through **Agile DevOps**, increased **Automation**, and transforming production operations from **Reactive to Preemptive**.

Transform your business through a next-gen sourcing partner.

Learn More About Virtusa

