

HR Transformation Survey

A Global Vision

Conducted by The Shared Services
and Business Process
Outsourcing Association (SBPOA)
in association with ADP

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Introduction



Marc Bruzzo



Andrew Kris

What persuades a company to re-think its HR organisation, define common guidelines and centralise certain functions within a shared service center or even outsource them?

In a word, what are the drivers that lead companies to transform themselves?

Globalisation of course springs to mind. Cost reduction is also among the main arguments. But in reality, the reasons are often more complex. That's what we see when it's time to take strategic decisions and choose the right path.

As HR service solutions providers, we at ADP are especially sensitive to changes and transformations that our clients are facing. Our prime mission is to understand, and most of all to anticipate, HR departments' requirements in order to define flexible solutions that fit.

To do so, it's essential to separate reality from hype. This imperative is what led us to work with SBPOA in order to get an accurate vision of the HR market today.

Over the last few years, information technology has played an important role in HR organisations, as you will see in the study. We can even say that it has become the backbone of any transformation. But this document goes further than simply stating this fact. It will give you insights into multinational companies' journey to deal with both internal and external forces, and enable you to measure the gap that still exists between reality and expectations.

I'm convinced that the key to bridging this gap is close collaboration between solution providers and the companies they serve.

The work done by SBPOA will move us all forward toward this goal.

Enjoy your reading,

Marc Bruzzo
Vice President
ADP Employer Services Europe

If you think that cutting the cost of running HR by implementing shared services or outsourcing routine administration will 'save the company into prosperity', think again! Simply reducing the number of HR employees is not enough. As this latest SBPOA University research initiative supported by ADP confirms, successful transformation of HR is about much more than cost cutting. It is about doing what it takes to ensure that efficient and effective HR processes are in place to enable an organisation to do its business more efficiently and effectively. It is about HR doing things differently, with shared services or outsourcing, or some combination of the two, being effective tools in achieving these goals.

The organisational changes that results from transforming HR are not for the faint hearted. Change requires real HR leadership and the ability to implement strategy. It calls for the total support of executive management, employee buy-in, sound technology, solid governance and education. Education? Yes, HR transformation and operating in this new environment demands new skills. Wishing to be a 'strategic partner' to the business does not mean that business people will seek you out, accept your wisdom and respect your abilities. Too many years of focusing on day-to-day transaction has left too many HR professionals without the critical skills to become valued business advisors on people and organisation. So as this survey implies, a lack of skills in HR is the biggest hurdle to HR transformation and these must be re-learned.

We are delighted that these issues have come to the fore in this survey on HR transformation and I trust you will get the most from this work. As the leading community for the sector, the SBPOA and the SBPOA University is delighted to share these findings with you and trust that it will help guide your efforts.

Best wishes

Andrew Kris
Chairman of the SBPOA Advisory Board

ABOUT THE SURVEY

The aim of this survey is to gather the insights gained by a cross section of professionals involved in HR transformation. The survey was designed to probe and examine new aspects of HR transformation previously not examined by the SBPOA.

The report focuses on four areas:

- **The reasons for transformation**
What is the driving force and where are decisions made within the organization?
- **What organizations are transforming**
How HR policy affects which processes are outsourced or could be outsourced and which cannot.
- **Hurdles to transformation**
What stumbling blocks are organizations hitting when transforming HR?
- **Service provider selection**
What criteria is most important when selecting a provider?

The survey was developed by the SBPOA and ADP and was administered by the SBPOA University's research services team and to a targetted group of 1,500 HR professionals from the SBPOA community, between June 2005 and October 2005. The survey consisted of 23 questions and received 152 responses from senior HR executives from global organizations.

EXECUTIVE SUMMARY

Most organizations that undertake HR transformation do so in order to allow HR work to rise to a strategic level, to give a better level of service to management and employees and to be able to respond quickly to changes in the business environment. Businesses do not see reduction in staff costs as a particular advantage, which rather supports the SBPOA view that cost-cutting must come through increased efficiency and quality of service, rather than by reducing head count.

The survey also suggests that, whilst support of senior management to HR transformation remains crucial, organizations themselves are starting to adapt and recognize the need for change instead of just waiting for the order to be given from the top.

OUTSOURCING DECISIONS

In general, the attitude of senior management towards HR transformation seems to be favorable, with the majority of CEOs and executive boards largely in favor of it. More than half of organizations surveyed had in place some common HR guidelines that are promoted at the highest level of the company.

In terms of deciding whether to outsource or not, this is usually a decision that comes from the chief HR officer or the HR vice president. The CEO frequently takes such a decision too. Other executives influence this decision – most significantly HR managers, consultants and advisory firms. Within the organization HR directors, chief information officers and chief finance officers also play an important influencing role.

Payroll functions and benefits administration tend to be the main targets of transformation. Administration of relocation and stock options are also likely candidates for transformation.

Despite the widespread application of a global HR policy, processes – such as performance appraisal, training and development, career planning, compensation, stock options administration, employee communication, expatriate administration and HR information systems – tend to be managed globally, while many transaction processes – such as payroll, health and welfare benefits administration – are done at a domestic level.

The survey suggests that the reason for local implementation despite a global policy may lie with the availability of coverage by service providers. There seems to be an unmet demand for global multi-process providers, although a number of providers are increasingly refining their offerings to provide end-to-end human resources outsourcing on a global basis.

WHICH PROCESSES ARE BEING TRANSFORMED?

The processes most commonly considered suitable for outsourcing tend to be payroll functions, health and welfare benefits and pensions administration. Transaction processes tend to be outsourced first while transforming the organization. The survey also confirms the SBPOA view that organizations are looking to gain efficiency by removing routine transactional process from their daily work. In this way, not only are they able to achieve cost savings, but they are also able to free up the HR organization to focus on strategic advice and providing a better service.

Organizations that have already outsourced transaction processes are generally looking to follow this up by transforming operational processes and functions within the HR organization. Such organizations are keen to outsource recruitment and selection, training and development and HR information systems (HRIS).

As HR outsourcing matures and organizations become confident, the SBPOA expects that organizations will seek to add further value by outsourcing strategic elements of HR. The SBPOA will monitor these changes and will report them as the trends emerge in future surveys.

In general, organizations are reluctant to outsource the whole HR function or any employee communication. Other elements not thought suitable for outsourcing include: performance appraisal, career planning, compensation, absence management, human resources information service, training and development, management of stock options and recruitment.

Although there are still many functions that organizations do not consider suitable for outsourcing, this may change in the future as the market starts to evolve towards tier one HR providers.

Interestingly, those few companies that are prepared to outsource their entire HR function are service providers that outsource this function to their own organization. This is reassuring, because it allows them to demonstrate that they are able to apply human resources outsourcing to their own organization and can reinforce their position in the market as they try to establish themselves as an end-to-end tier one provider to other companies. What will be interesting to see is how these and other providers move from providing themselves to getting a portfolio of clients.

There seems to be an unmet demand for global multi-process providers

When selecting a service provider, organizations tend to look at improved quality rather than cost savings.

BARRIERS TO HR TRANSFORMATION

The biggest barrier to HR transformation appears to be a shortfall of staff expertise, which highlights the need for better training among those involved in the transformation process. However, HR transformation is not alone in suffering a lack of appropriate skills – a separate survey conducted in 2005 by the SBPOA indicated that the main hurdle to finance and accounting (F&A) transformation was also a lack of skills.

These findings strongly support the need for businesses to work with experienced people during the transformation process, either through an advisory firm or by employing someone for the duration of the transformation process. Research suggests that business leaders have quite an attachment to HR people within their area, and therefore are unlikely to be willing to trade these people for others that might have more appropriate skills – this is a major challenge that needs to be addressed, and reinforces the importance of senior management support if transformation is to succeed.

The second largest obstacle in the way of HR transformation is the availability of affordable and reliable technology. Not having an appropriate HRIS in place before a company embarks on HR transformation is going to cause significant problems in the long-run.

Surprisingly, a quarter of those surveyed suggested that lack of senior management support was a major obstacle to transformation. The SBPOA considers top-level management support imperative to the success of business transformation and recommends that organizations facing a lack of support spend their efforts getting senior management on-side, rather than using lots of energy to battle resistance from management later on.

CHOOSING THE RIGHT PARTNER

When selecting a service provider, organizations tend to look at improved quality rather than cost savings. This is no surprise – but what is interesting are the sort of things that organizations are finding more important than cost savings.

In general, organizations focus on provider capabilities and performance, including things such as the ability to meet service standards, the ability to provide services on a multi-country basis and the expected level of functional coverage and expertise. Other elements seen as slightly less important tend to concern the agreement between company and provider and the provider's organization – such as flexible contract terms, the provider's reputation and its financial stability. These trends are very reassuring, because in the past organizations tended to focus on less relevant criteria, such as the facilities and location of the provider.

The findings seem to suggest that organizations seek partners who are sustainable over the long term and are large enough to be held to account in the event of a failure to deliver. This is shown by the fact that most organizations choose their service providers according to financial stability and overall market position rather than “cultural match”, even though the SBPOA believes that the ability to work well together is critical to the success of the relationship and therefore to the success of transformation.

FINDINGS

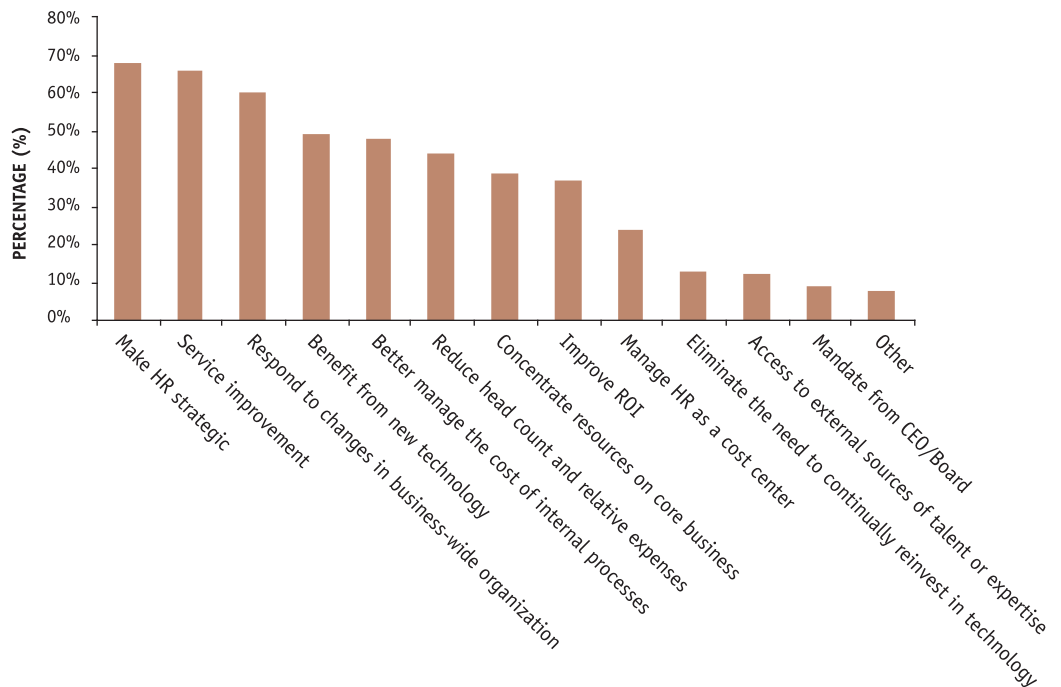
THE REASONS FOR HR TRANSFORMATION

Top five reasons for HR transformation

- Make HR strategic 68%
- Service improvement 66%
- Respond to changes in business 60%
- Benefit from new technology 49%
- Better manage the cost of internal processes 47%

Saving on costs does not appear in the top five reasons for transformation. This reflects a view that the SBPOA has long held and one of the greatest myths about transformation – reducing the head count of the HR organization is not going to save any organization into prosperity. An organization with 10,000 employees may have between 200 and 250 HR employees. Reducing the HR head count to 150 employees will not have any significant financial impact on the company. By adding value to the organization through providing strategic perspectives, improved services and acting as a consultant to business units, HR will be in a position to support and adapt to the organizations needs. In this way, cost reductions will come through the increased efficiency and quality of service that HR provides.

FIGURE 1 – REASONS FOR HR TRANSFORMATION



Surprisingly only 8% of respondents stated that the reason their organization is conducting HR transformation is that it was mandated by the CEO or executive board. This indicates that the driving force of HR transformation is coming from within the HR organization and that HR itself is realizing the need for change. The success of any transformation activity, whether it is HR or another function, relies in senior management support.

A CEO that makes the decision to outsource and select the provider is making a powerful leadership statement

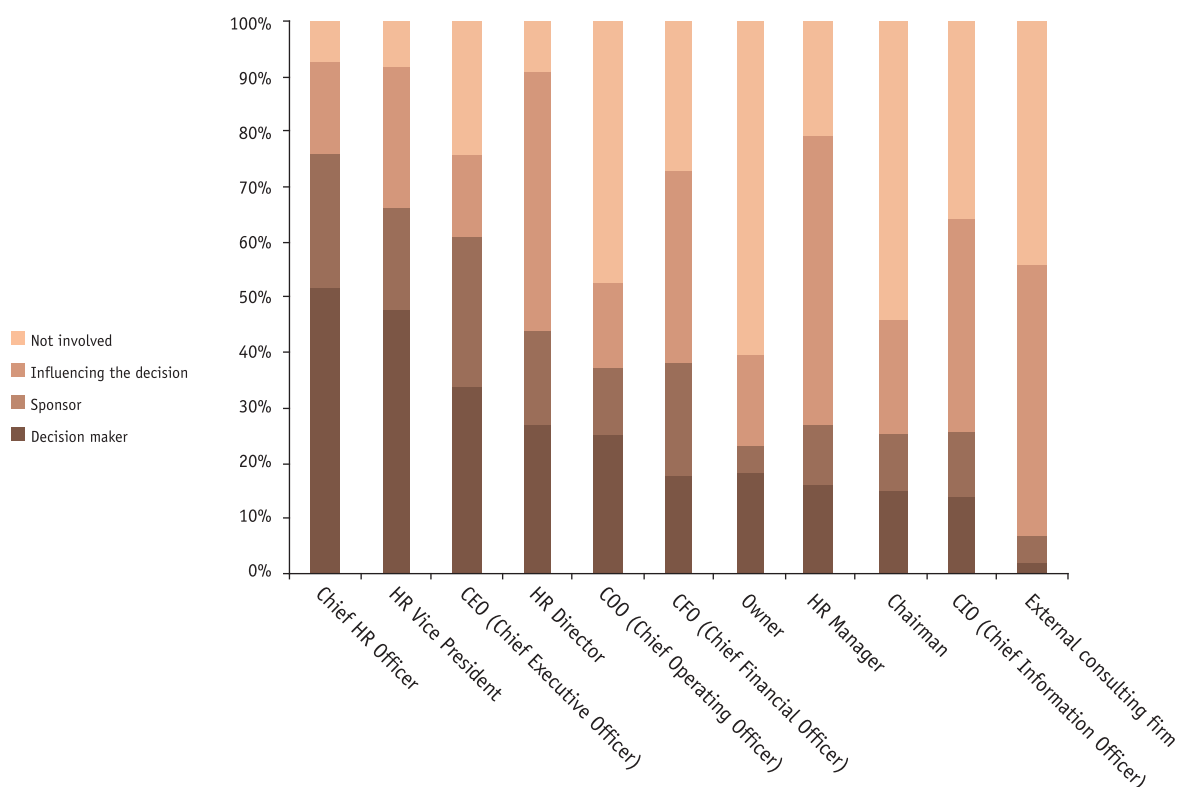
Senior management support is vigorously promoted by the SBPOA. Lack of senior management support has been confirmed as the top reason why transformation fails in a number of SBPOA surveys. In this year's survey we wanted to identify the attitudes of the CEO and executive board and how involved key organizational figures are in the decisions to outsource HR processes.

54% of the CEOs and executive boards are fully or rather in favor of HR transformation and outsourcing, with only a small percentage rather against or not in favor of outsourcing (12%). This unfavorable view was expressed by many of the German and French respondents. Reasons for this negative view are not examined by this survey. However, research from IDC in Germany indicates that a rather anti-BPO attitude is characteristic of the current German and French attitudes to this subject.

The decision to outsource HR is typically made by the CEO (34%), the chief HR officer (51%) and the HR VP's (48%). HR directors appear to influence the decision (47%) along with the CIO (39%) and CFO (35%). The most influential role was that of HR managers (52%), consultants and advisory firms (49%). In over half of all responses the chairman (54%), owner (59%) and COO (47%) are not involved. Interestingly, 43% of organizations have a global common HR policy or guidelines that are promoted at the highest levels by the CEO, HR VP and HR Director. Active participation is just as important as support because it empowers the people conducting the transformation.

A CEO that makes the decision to outsource and select the provider is making a powerful leadership statement and setting the stage for a new environment for the business to be competitive – not just within its geography but with lower-cost locations such as India and China. Organizations that have no plans to transform (3%) will struggle to compete in an increasingly tough marketplace.

FIGURE 2 – ROLE IN THE DECISION MAKING PROCESS



WHAT ARE ORGANIZATIONS TRANSFORMING?

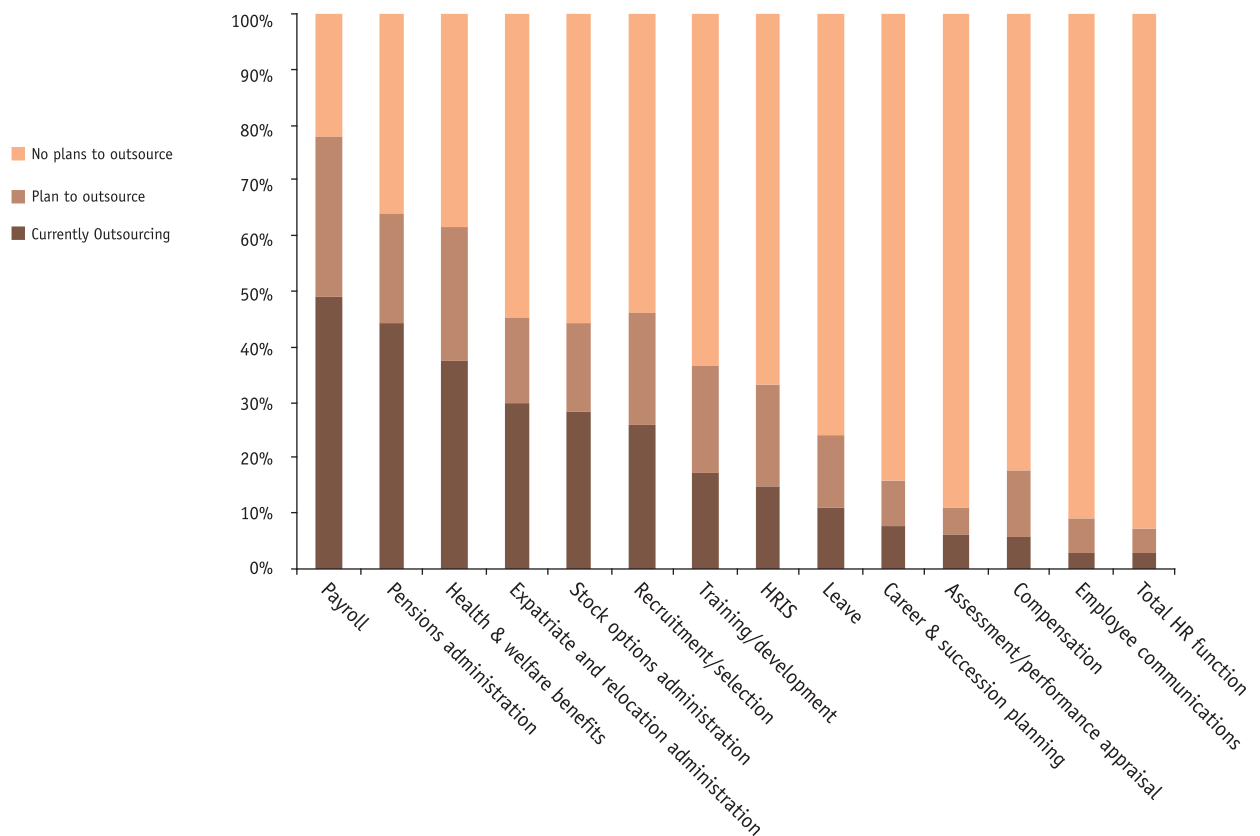
HR strategy is focusing on outsourcing some of the administration/ back office functions (62%) and outsourcing of the HR functions (37%).

The top outsourced HR processes are:

- Payroll (49%)
- Pensions administration (43%)
- Health and welfare benefits (38%)
- Expatriate and relocation administration (31%)
- Stock options administration (27%)

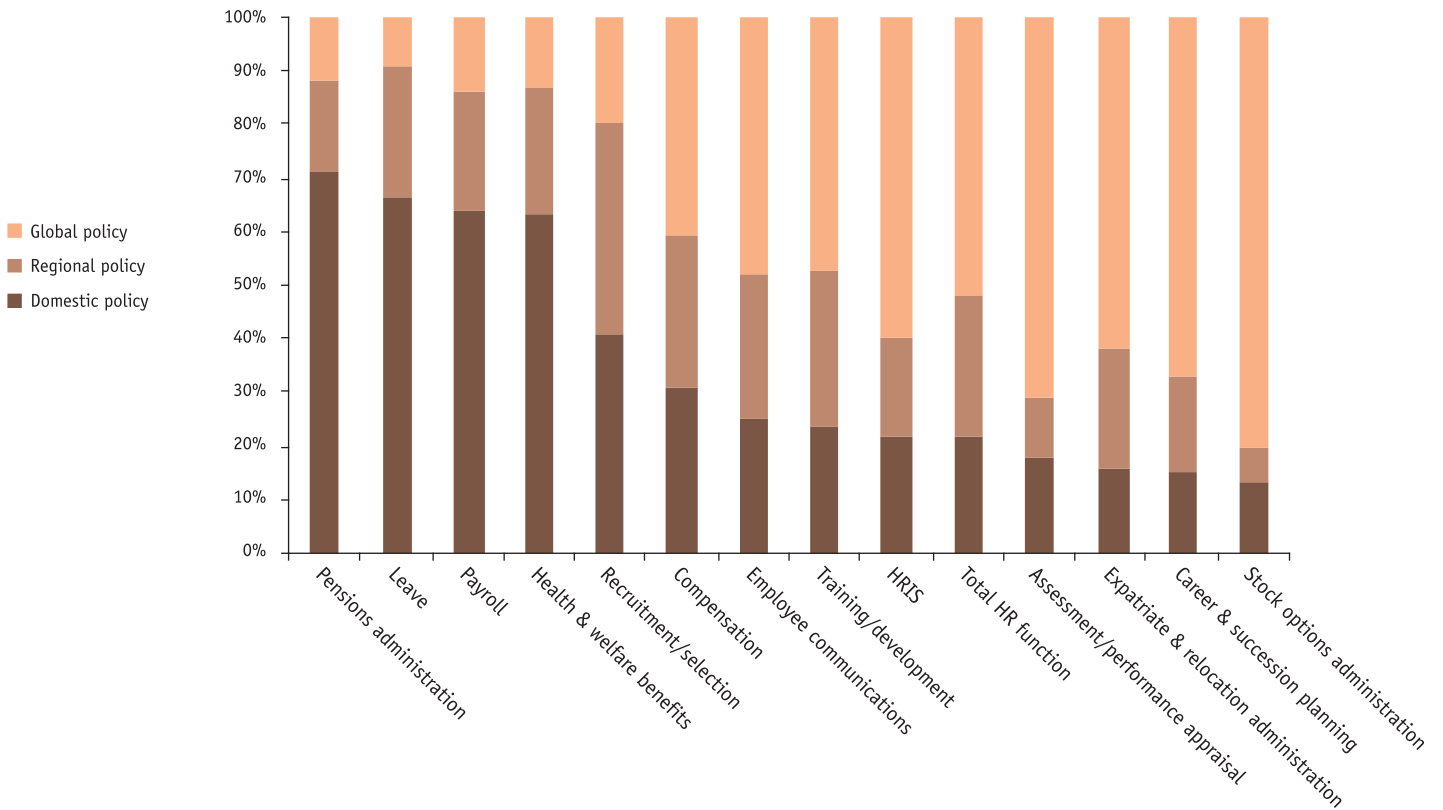
The processes that are being outsourced are also reflected in the trends in the HRO market. The results from the 2005 Pulse Survey conducted by EquaTerra, leading advisors to the sector, found that payroll and benefits administration are the two areas with the strongest demand.

FIGURE 3 – OUTSOURCING PLANS



This survey has discovered that 42% of organizations have a global HR policy, 23% have a regional one and 20% a domestic one. As there is such a large percentage in favor of global or regional policies, one would expect that transformation would follow in the same manner. Payroll, administration of health, welfare and pensions, and leave (absence management) are all managed on a domestic basis.

FIGURE 4 – GEOGRAPHICAL SCOPE OF HR POLICY



Processes such as assessment and performance appraisal, training and development, career and succession planning, compensation, stock options administration, employee communication, expatriate and relocation administration and HRIS are managed on a global basis. This same trend is reflected in the service provided by shared services centers (SSC).

What is the reason for the co-existence of a global policy and domestic implementation and management of transactional processes? At first glance, the answer would seem to be that these processes depend on local government practices and the local work force needs. However, this survey hints at the availability of coverage by service providers. The large majority of surveyed organizations would like a multi-processes provider operating on a global scale (65%), showing that there is a strong demand for tier one end-to-end providers. According to HRO Europe magazine, providers are moving into the position of being able to provide end-to-end HRO on a global basis. When the SBPOA conducts this survey again in the latter part of 2006, we predict that the number of organizations managing these transactional processes on a global basis has increased.

WHAT ORGANIZATIONS WILL OUTSOURCE

Organizations that are currently in the planning process of their HR transformation will outsource the following processes:

- Payroll (29%)
- Health & Welfare benefits (24%)
- Pensions administration (20%)

Again, we find that the transactional processes are the first to be outsourced in transforming the organization. The survey again confirms another SBPOA viewpoint - that organizations are looking to gain efficiency by removing transactional process from their work. Not only are they able to achieve cost savings in this way, but also free up the HR organization to focus on providing strategic support and improve services overall to the organizations they serve.

Organizations that have already outsourced transaction processes are planning to outsource:

- Recruitment/Selection (20%)
- Training/Development (20%)
- HRIS (18%)

These organizations are looking to transform the operational processes and functions of the HR organization. As HR outsourcing matures and organizations become confident in the ability of outsourcers to deliver, the SBPOA expects that organizations will look to add further value in outsourcing strategic elements of HR. The SBPOA will monitor these changes and will report them as trends emerge in future surveys.

WHAT ORGANIZATIONS WILL NOT OUTSOURCE

Organizations were also asked what processes they have plans not to outsource. The top ranking functions that organizations have no current intent to outsource are:

- Total HR function (93%)
- Employee communication (91%)
- Assessment and performance appraisal (88%)
- Career and succession planning (85%)
- Compensation (82%)
- Leave (76%)

There are some limitations with measuring intent due to the fact that current intent may change as organizations adapt to new situations. However, looking at the service provider market there are small process-specific providers that currently provide some of these services. As the survey confirmed and industry data reports the market is evolving towards tier one HRO providers. As this happens, outsourcing some of the above functions might become more widespread. At present only 3% of organizations surveyed outsource the total HR function. This 3% is serviced by providers such as Accenture, ACS, ADP, Arinso, Convergys and IBM. Some organizations take the view that their internal shared services center acts in effect as an outsourcing provider to the company.

Some outsourcing providers showcase their abilities by 'outsourcing' their total HR function to their own organization. This is reassuring to see in part, as the best case study can be one that shows how 'we did it' to ourselves. It would be of great concern if organizations that promote themselves as tier one providers cannot get their own house in order first.

The decision of what processes to outsource is taken at the highest levels of these organizations, based on the need of the business and the consequent policies they have developed.

The SBPOA expects that organizations will look to add further value in outsourcing strategic elements of HR.

HURDLES TO HR TRANSFORMATION

In previous SBPOA surveys, we asked about success factors for HR transformation. Not surprisingly, executive management and sponsorship were the top factors, followed by the quality of leadership, a clear vision, strategy, detailed plan and scope of services. It is just as important to know what factors can hinder HR transformation. Of the organizations polled the hurdles they faced are:

- Skills of HR staff
- Technology
- Risk and complexity
- Internal bureaucracy
- National and cultural differences
- Employee buy-in
- Building business case
- Lack of senior management support
- Regulatory constraints
- Disconnection from business
- Unions

The biggest barrier to HR transformation appears to be a shortage of skills among staff. This highlights a great need for improved training among those responsible for HR and HR transformation and to provide staff with a better understanding of the transformation process. HR is not alone in this. In the 2005 SBPOA F&A transformation survey, conducted in association with HP, it was discovered that the main hurdle to F&A transformation was also a lack of skills in F&A staff. This hurdle raises more questions about how the transformation process is being managed and how the organization is working with its employees.

The SBPOA recommends that any organization that is undergoing business process transformation either work with people that have got experience in managing such projects. This can be either through an advisory firm or by employing someone with recent related experience for the duration of the transformation process. If the organization tries to transform without any expertise, vital skills will be missing. The change in skill set required is more substantial and more material than most people realize. Business leaders have quite an attachment to HR people within their area. Their willingness to trade those people for people who might have more appropriate skills is a major challenge. Therefore, as it has emerged from many surveys conducted by the SBPOA, the main success factor is strong support from the organization's senior management.

The primary skills required for HR transformation are broader competencies such as consultancy skills and business skills. The lack of business skills, both internally and externally (internal being cross-functional skills and external being knowledge of business in general), is the biggest barrier to an effective HR function.

The second hurdle to HR transformation is technology. Technology is the backbone of BPO and shared services, making it possible to offshore process and set up an SSC anywhere in the world. Not having an HR information system (HRIS) in place before a company embarks on a HR transformation journey will lead to difficulties along the way.

What is disturbing is that a lack of senior management support appears in the list of hurdles. What is even more worrying is that nearly a quarter of all organizations polled (23%) stated that this was a hurdle. It would be interesting to revisit these companies

What is disturbing is that a lack of senior management support appears in the list of hurdles

Interestingly, financial stability, size and market position overall ranked higher than cultural match.

in six to 12 months, because if the lack of support continues the transformation process is destined to fail. The SBPOA recommends that organizations that are facing this situation stop the process and spend their efforts first getting the necessary support from senior management. Having senior management on-side will empower organizations to go through the process with less resistance from within the organization, allowing them to expend energy more productively.

PROVIDER SELECTION

The survey also confirms that organizations are finding quality more important than cost savings. This is nothing new and service providers, organizations and the SBPOA have long been aware of this fact. What is interesting are the factors organizations are finding more important than cost savings.

The survey found that when selecting a provider the following criteria is very important:

- Proven ability to meet service standards
- Multi-country capabilities
- Functional coverage and expertise
- Specialization in relevant function
- Technical expertise

The following factors were seen as important:

- Flexible contract terms
- References and reputation
- Financial stability
- Size and market position
- Price
- Cultural match
- Guaranteed cost savings

Less important factors were:

- Location
- Existing relationship

Very important factors tended to focus on provider capabilities and performance, whilst important factors related to the agreement and provider organization. This is very reassuring to see because in the past organizations used to focus on less relevant details related to the provider such as client resources, facilities, location and workforce.

Interestingly, financial stability, size and market position overall ranked higher than cultural match. The SBPOA's opinion is that cultural match is more important to the success of outsourcing. The relationship with an outsourcing provider is normally a long-term partnership, and so the ability to work and fit together is critical to the success of the relationship and the transformation. The above results may suggest that organizations are looking for partners that are sustainable businesses and are large enough to be held accountable in the event of a failure to deliver. To achieve this the relationship has to be founded on sound governance and the establishment of a key group of individuals whose role it is to oversee the outsourcing arrangement from the client and outsourcer's perspective.

SUMMARY THOUGHTS

In order to effectively operate in these historically non-HR-“owned” roles, a considerable amount of new skills training must be employed. So the questions that remain to be answered are;

- 1) Are these types of strategic value-add roles what respondents truly meant? and
- 2) Are the respondents’ companies willing to make the required investments for re-skilling?

Since the number one driver for HR transformation was cited as “Make HR Strategic,” we believe, as presented, that re-skilling HR executives and staff in more strategic, enterprise-wide, value-add areas is critical for successful transformation. The administrative and transactional elements of HR can be outsourced to a third party provider and there are a large number of both comprehensive and niche provider options in today’s marketplace.

Not surprisingly, the survey results indicate that buyers would prefer to outsource at least the most commonly outsourced HR processes – such as payroll, pension administration, and health and welfare benefits – on a global basis. However, the survey also shows that this is happening on a country-by-country basis. Why? Because regardless of claims to the contrary, for all practical purposes only the largest service providers are really able to deliver global coverage. The niche providers don’t yet have the reach, scalability or infrastructure to do so. So while providers currently dictate the “regional how” of outsourcing, all sizes of provider organizations would be well-served by very quickly ramping up global operations capabilities – or determining methods by which – to serve the real needs and preferences of their clients and prospects. We believe that as service providers increase their network of local network niche providers (through M&A or strategic partnerships) and work closer with leading technology platforms, global transactional HRO will become a reality.

The processes that are managed on a domestic basis, are highly dependent on local regulations and practices, e.g., taxes and social security, as well as local work force needs such as hours worked, type of contract and so on. We believe these processes are more frequently outsourced due to a comfort level in knowing the selected service provider has (or certainly should have) knowledge of the domestic policies surrounding these processes.

2005 is a year in which buyers are utilizing the “right” evaluation factors for service provider selection. According to the 2005 survey, the days in which resources, facilities, location and workforce were key selection criteria have disappeared, if not entirely. Instead, an increasingly sophisticated buying community is using criteria such as proven ability to meet service standards, multi-country capabilities, functional coverage and expertise, specialization in relevant functions and technical expertise) to help in service provider selection. Knowledge is power, and today’s buyers are leveraging knowledge to their advantage. The SBPOA will continue to observe the trends, evolution and behaviors of both the market and the providers and report back how the market has evolved over the year in our 2006 HR Transformation survey.

About the participants

152 organizations took part in the survey. The respondents can be grouped into three segments across the various themes such as revenues, type of company and functional responsibility. Whilst a simplification, survey participants are from large multinational organizations:

- 57% had revenues over € 6 billion
- 80% present in more than 10 countries
- 55% had more than 25,000 employees.

This diversity of response is also reflected in the profile of the roles performed by the participants:

- 4% of respondents are at board level (owner/CEO/President/MD)
- 41% of respondents are at senior management level (VP/Director)
- 34% of respondents are at managerial level
- 21% perform other roles such as consultants, research, project management and other supporting roles
- 68% of respondents are from the HR function with the remaining coming from general management, shared services and strategic planning

Finally, the survey is also geographically diverse, split between the Americas (30%), Europe (60%), and the Middle East, Africa and Asia-Pacific (10%).

Overall the survey is robust and valid in every aspect with data provided across a wide range of industries, geographic viewpoints and from every level of the organization, providing perspectives across the full range of the HR transformation journey.

About the author



ANDRÉ RAMPAT

As the SBPOA's research & membership services director, André Rampat has unique access to global leaders in the development, implementation and innovation in shared services and outsourcing strategy. The SBPOA's network and relationships span both corporate and public sector practitioners, advisors and service providers.

This unique access and his expertise and experience enable André and the SBPOA UniversitySM research team to provide some of the industry's most relevant, impartial and objective insights. As a result the SBPOA University research reports have been recognized as providing reliable, factual insights into the issues confronting organizations faced with the challenges and complexities of business transformation in response to the shifting competitive environment.

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About ADP



Automatic Data Processing, Inc. (NYSE:ADP), with \$8.5 billion in revenues and approximately 590,000 clients worldwide, is one of the largest providers of a broad range of premier, mission-critical, cost-effective transaction processing and information-based business solutions.

ADP Employer Services, part of ADP, Inc., has a presence in 29 countries, 13 of which are in Europe. As a leading provider of HR services, ADP Employer Services' offerings – from basic payroll processing to being your payroll and personnel administration department – are fully compliant with languages, currencies, social regulations, and adapt seamlessly to companies' structural and business needs.

With ADP® GlobalViewSM, the HR & Payroll service solution based on mySAP™ Enterprise Resource Planning (ERP) Human Capital Management (HCM) platform, ADP is well positioned to serve the needs of multi-national companies that are looking for an outsourced solution based on a common HRIS and common processes defined at a regional or global level.

GlobalViewSM includes HR, Payroll, Time Management as well as Employee and Manager Self Service.

Additional information on ADP at:
<http://www.adp.com>
and www.europe.adp.com
or call +33 1 55 63 51 83

For further information on ADP® GlobalViewSM, go to:
<http://www.adp.com/global/globalview>

About the SBPOA



The SBPOA injects know-how, energy and vigor into the business transformation arena; we create awareness, build relationships and provide education through a comprehensive and entirely integrated offering to serve the industry.

Our promise is to provide continued access to best practices and independent commentary on the evolution of business transformation.

- Membership
- Networking
- Publishing & Commentary
- Research
- Events
- SBPOA UniversitySM Education & Training
- Sponsorship & Partnership

The SBPOA has come a long way from the first active online community for shared services and BPO founded in 1996 by Andrew Kris. Today we interact with more than 250,000 professionals worldwide including practitioners, service providers and industry analysts. We have an expert team that consistently produces inspiring work. We are energetic, innovative, dynamic and credible. We provide the independent perspective that has become the hallmark of the SBPOA since its foundation.

What does this all mean to you? By combining the wealth of experience of the SBPOA global community and our energy, we support you throughout your business transformation journey. In short, we give you an independent and unique platform to learn more about how to succeed in all your transformation initiatives, including shared services, outsourcing, offshoring and technologies supporting them.

The SBPOA is for you if you are involved in the transformation of Finance, HR, Procurement or other business processes and if you are a senior executive in charge of streamlining your operations and with a view to improving overall efficiency of your organization.

For more information about our services or the survey please visit www.sharedxpertise.org or call +32 2 777 9675

SBPOA Network

SBPOA Connects

At the center of a network of over 7,000 professionals **SBPOA Connects** is a referral-only service for members that has gained a level of trust unmatched by any other business transformation community. **SBPOA Connects** is about business and helping professionals to find the right partner for their transformation projects. The only way another member can be approached is on request to the SBPOA team. This discreet approach has made **SBPOA Connects** a web of trust equally respected by buyers and vendors.

SBPOA Counsel

SBPOA Counsel combines the knowledge and expertise the SBPOA commands of the shared services and BPO industry to provide short-term guidance over one or two days to assist in the development and formation of an SSC, BPO or marketing strategy. **SBPOA Counsel** helps to define the correct course of action and recommends suitable partners through SBPOA Connects.

SBPOA Club

If you are involved in business transformation, there's no better place to be, than a member of the **SBPOA Club**. You'll be part of the largest global community dedicated to business transformation, and—even better—you'll also enjoy all the benefits of membership to the SBPOA.



S.B.P.O.A

The SBPOA injects know-how, energy and vigor into the business transformation arena; we create awareness, build relationships and provide education through a comprehensive and entirely integrated offering to serve the industry. Our promise is to provide continued access to best practices and independent commentary on the evolution of business transformation.

SBPOA University

The **SBPOA University** provides relevant and stimulating research, education and training to build knowledge that transform strategy and management attitudes.

SBPOA Media

SBPOA Media provides the following ser-vices to the industry:

- On-line Publishing
- Newsletter Publishing
- Web TV
- Media & Industry Commentary
- Speaking Engagements
- Print Publishing

SBPOA Events

SBPOA Events create and orchestrate conferences that make an impression on everyone who attends and far beyond. The content, speakers, sponsors and venue are all carefully selected to provide the best environment to network, learn and validate your ideas.

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