

FAO Today

FINANCE & ACCOUNTING OUTSOURCING

2005 FAO Superstars

If you ever wanted to learn the secret to a Superstars list in an emerging market such as FAO, here it is: Build a great group of expert advisors. In case you are unfamiliar with *FAO Today's* Advisory Board, check it out. It is in the front of the magazine, on the page with the tab at the top that says "Contributors." This FAO Superstars list is dedicated to them. They are our eyes and ears on the street. And they know their stuff.

This first-ever FAO Superstars list is rather broadly distributed: 20 buyers, 24 advisors and opinion leaders, and 31 providers. Considering that each FAO buyer listed here uses an average of two advisors (one for sourcing, one for legal) and two and a half providers (many buyers prefer to source FAO services one or two functions at a time), this list is highly representative of the overall FAO market.

This list, because it is the first of its kind, also harkens back to FAO's historical roots. We list Ross Perot, whose EDS, founded in 1962 with a \$1,000 loan from his wife, was the first large-scale data processing outsourcer. The former Presidential candidate's Perot Systems is now a leader in FAO. We also list Professor James Brian Quinn, who has been writing about innovations including FAO since 1951. And then there is Barry Rand, founder of order-to-cash pioneer Equitant, now part of IBM. By recognizing these long-seeing visionaries for the future they saw long ago, we hope to say "thank you" on behalf of those of us who benefit from this fast-growing market today.

The FAO market will be worth \$98 billion in 2005, according to Yankee Group research. And these Superstars will be right in the engine room, driving the market. You will read many of their stories this year here in this magazine's six issues and on our Web site, FAOToday.com. Stay tuned to both. And now, enjoy the 2005 FAO Superstars.

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The leading FAO service providers who are committed to improving standards for the industry.

2005 FAO SUPERSTARS: FAO Users/Buyers



The 20 FAO users and buyers listed on this page include both the trailblazers of the industry—those who signed the first deals and drove home the message that FAO was becoming an industry standard—as well as the whiz kids—those who have jumped on the FAO bandwagon recently and been vocal in their successes. They are the in-house financial executives who recognized that sometimes outsiders can do it better. They are the financial executives who are leading their organizations to higher profits, better bottom lines, and improved efficiencies. They are the true future of F&A and FAO. Welcome to our first annual list of FAO User and Buyer Superstars.

SUPERSTAR	TITLE	COMPANY	INDUSTRY
Ian Ailles	Managing Director of Specialist Businesses	Thomas Cook UK	Services
Garen Azoyan	Director, Finance and Information Systems, Asia-Pacific	Sodexo	Services
George Bryan	Vice President of Financial Services	Office Depot	Retail
Carl Dawson	CIO	Thomas Cook UK	Services
Francois Degueldre	European CFO	Delphi	Tech & Telecom
Dan Farrell	former CFO	TXU	Utilities
Jack Holton/Carol Prine	Sr Director Finance; Mgr Patient Financial Services	West Suburban Hospital Medical Center	Healthcare
Jim S. Ivy	SVP & CFO	Trinity Industries	Manufacturing
Roger Manny	SVP & CFO	Range Resources	Utilities
Christine Ohar-Palo	Global Director, Order to Cash	Visteon	Manufacturing
Tom Parkinson	President and CEO	Hydro One	Utilities
Filippo Passerini	Chief Information and Global Business Services Officer	Procter & Gamble	Manufacturing
Stephen Perry	GSA Administrator	U.S. General Services Administration	Government
Len Rinaldi	CFO & VP, EMEA	Lucent Technologies	Tech & Telecom
Michael W. Stout	CIO	Sprint Wireless	Tech & Telecom
Russell Taruscio	Group Financial Infrastructure, Director Strategy	BP	Utilities
Phil Theiss	CFO	Cradle Holdings	Retail
Mark Thompson	Director General	BBC	Media
Rick Thorpe	Provincial Revenue Minister	Provincial Revenue Ministry, British Columbia	Government
Stuart Young	Finance & Commercial Director, Europe	Exel	Transportation

2005 FAO SUPERSTARS: FAO Users/Buyers

Ian Ailles

Managing Director of
Specialist Businesses,
Thomas Cook UK

Smooth Sailing with FAO

Thomas Cook UK and Accenture entered into a "co-sourcing" partnership designed to achieve quick and sustainable results with minimum investment and involve the sharing of risks and rewards. To date, the partnership has helped in the turnaround of Thomas Cook UK. Their cost base has been reduced by £33 million and the co-sourcing deal has saved 30% of back-office support costs in less than 16 months. These improvements set Thomas Cook UK on track to have the lowest cost model in the industry. With employees spending less time on non-core, back-office processes, the company has greater customer focus and has improved its flexibility to adjust to business changes.

Garen Azoyan

Director, Finance and
Information Systems,
Asia-Pacific, Sodexho

Custom-Catered FAO

One of the world's largest service providers with a presence in 72 countries, this catering company wanted a provider to cater to its F&A needs. They awarded IBM a multi-million dollar five-year business consulting, e-business hosting, and support services contract for their F&A systems and the migration of SAP infrastructure to an e-business hosting environment managed and supported by IBM. The IBM SAP project rolled out in Asia-Pacific during 2004 is intended to be the model for other major Sodexho locations such as Europe.

George Bryan

VP of Financial
Services, Office Depot

Taking Care of F&A Business

Leaders in transformational FAO when they outsourced their AP workflow four years ago. Recently extended and expanded contract by seven years.

Carl Dawson

CIO, Thomas Cook UK

Going Far with FAO

Led this European travel group in its creation of a shared service center with provider Accenture for finance, payroll, IT, HR, and project delivery. Resulted in consolidation of 22 back-office locations to 1, reduction in U.K. cost base by £33 million reduction in back-office support by 30%, and return to profitability within 16 months. Thomas Cook was so happy with the results, they decided to book a longer ride, extending the contract by 10 years in October 2004.

Francois Degueldre

European CFO,
Delphi

Driving Continuous F&A Improvement

Delphi (the world's largest global automotive component manufacturing company) outsourced F&A to Accenture Finance Solutions in August 2001. The outsourcing program covered six European countries. Since 2002, the amount of unallocated cash has been reduced by 75% and the number of invoices paid on time has increased by 10%. In 2003, the error rate on invoice processing was 0.3% and the percentage of accounts reconciled increased from 50% to 80%. The partnership is driven through a culture of continuous improvement of processes and partnership towards common long-term objectives.

Dan Farrell

former CFO, TXU

High-Powered F&A Transformation

Led energy company TXU in its May 2004 agreement to save up to \$175 million in annual operational savings through outsourcing to Capgemini Energy. Approximately 2,700 employees from TXU were transferred to Capgemini with the intent of transforming processes to provide improved, more efficient, and cost effective services to TXU for F&A, billing and revenue management, regulatory compliance, IT, HR, supply chain, and call-center operations.

Jack Holton

Sr Director Finance
Carol Prine
Manager of
Patient Financial
Services, West
Suburban Hospital
Medical Center

Driving Down Healthcare Costs

Like most Americans, Jack Holton and Carol Prine worry about healthcare costs. As executives at West Suburban Hospital Medical Center, their worries are more than personal. In an attempt to reduce the hospital's bad debt/charity they decided to outsource self-pay accounts and insured patients' liabilities. The result? Bad-debt/charity accounts dropped from 6.7% to 4.7% and resulted in \$9.2 million in savings.

Jim S. Ivy

SVP & CFO, Trinity
Industries

Full-Steam Ahead with FAO

Ivy has taken the unusual step of outsourcing virtually all of the accounting functions for Trinity Industries (maker of railcars and barges). From simple processes to accounting and consolidation, the step is a rarity for public companies of Trinity's size. Ivy is a strong proponent of outsourcing and serves as a model of what can be accomplished.

Roger Manny

SVP & CFO, Range
Resources

Resourceful FAO

This oil and gas company, which has acquired more than 70 companies in the last decade, signed a three-year contract in 2000 with ASP company CGL. After seeing new efficiency in regulatory reporting and administration processes, they renewed the contract to continue BPO services and expanded it to include upgrades to financial reporting.

Christine Ohar-Palo

Global Director of
Order to Cash, Visteon

Clear Vision for FAO

Led Visteon Corporation's, one of the world's largest automotive suppliers, outsourcing of order-to-cash processes for a portion of North America and Europe. In a multi-year agreement, outsourced the processes and technology that drive key back-office activities at Visteon. Since becoming an independent company in 2000, Visteon has been pursuing the independent transition of certain systems and processes. This agreement enabled Visteon to shift resources to focus on the company's core business, while simultaneously driving performance improvements within operations, enabling them to better serve customers. This supports Visteon's goal of being a competitive, fast, and flexible Tier 1 supplier.

Tom Parkinson

President and CEO,
Hydro One

Energizing the FOA and BPO Industry

Overseeing the \$1 billion plus (Canadian) BPO deal with Capgemini/Ernst Young that includes FAO in addition to ITO and HRO. Finalized in March 2002, the 10-year agreement has Capgemini/Ernst & Young subsidiary Inergi supplying payroll, accounting, enterprise technology, supply chain, and customer service operations and settlements to this major North-American energy company.

Filippo Passerini

Chief Information and
Global Business
Services Officer, P&G

Supplying P&G with Quality FAO

As part of Procter & Gamble's move to outsource non-core business process functions, led the company's move from an F&A shared services model to AP outsourcing with HP.

Stephen Perry

Administrator, GSA

FAO for One and All

Oversaw \$200 million outsourcing of T&E services for six different U.S. agencies—Department of Homeland Security, Commerce, Housing and Urban Development, Veterans Affairs, International Trade Commission, and Department of Agriculture.

Len Rinaldi

CFO and VP, EMEA,
Lucent Technologies

Leader of the FAO Pack

In addition to being first cover subject for *FAO Today* magazine and an avid motorcycle fan, Rinaldi led the pack in outsourcing Lucent's AR and came out ahead. The winning results? Past dues decreased by \$63 million, current AR improved by 37%, and invoices collected within terms improved by 53%.

Michael W. Stout

CIO, Sprint Wireless

A Clear Calling for FAO

Can you hear me now? Heard the FAO call and expanded Sprint Wireless' outsourcing arrangement to include better billing systems and improved customer service.

Russell Taruscio

Group Financial
Infrastructure,
Director Strategy, BP

BP Breaks Ground in BPO

Groundbreakers in the area of outsourcing, BP contracted with Accenture in 1996 for FAO for their U.S. business and transfer to SAP/integration with acquired company ARCO. To date, still one of the largest FAO contracts.

Phil Theiss

CFO, Cradle Holdings

Finding Beauty in FAO

This start-up distributor of beauty products decided the best way to get their F&A off the ground was to outsource it. Their provider helped with everything from F&A technology, to processes, to staffing, providing Cradle Holdings with a head-to-toe F&A makeover.

Mark Thompson

Director General,
BBC

Broadcasting the Benefits of FAO

Having saved the BBC close to £68 million through FAO, Thompson is now looking to continue the savings streak with potential expansion of the contract. A strong believer in doing what is right for the company and its clients (the BBC audience).

Rick Thorpe

Provincial Revenue
Minister,
British Columbia

Northern FAO

Headed a new revenue management agreement that will streamline and simplify customer service, enhance personal privacy protections, and provide net financial benefits to the Province estimated at \$382 million during the next 10 years.

Stuart Young

Finance &
Commercial Director,
Europe, Exel

Insisting on Excellent F&A

Exel is a global logistics organization that was an early pioneer of outsourcing when they outsourced some F&A processes to Accenture in 1996. Since then, the contract has been renewed and expanded to include taking ownership of a shared services center, which provides FAO services for Exel Freight to 12 countries. Part of the finance transformation program included streamlining and consolidating Exel's F&A systems, which has positioned the company to effectively incorporate the back-office systems of recent corporate acquisitions. Young has spearheaded more than seven years of FAO arrangements, which have since grown and provided exceptional service and value to the business.

2005 FAO SUPERSTARS: Advisors



You're interested in FAO. You've heard a lot about it in the news. You've read about other financial executives (such as the Superstars on the previous page) who have made the leap and experienced the success. But where do you turn to find out the real deal? What kind of savings can you expect? What kind of improvements should you see? What are the industry metrics and what providers are doing the best job at meeting them? Your answers can be found in this year's list of FAO Advisors and Opinion-Leader Superstars. These are the thought leaders who have been researching and tracking the industry for years, providing potential FAO users such as you with all the FAO answers.

SUPERSTAR	TITLE	COMPANY
John Barnsley	Chairman	Inaltus
Peter Bendor-Samuel	Founder and Chief Executive Officer	Everest Group
William Bierce	Partner	Bierce & Kenerson, P.C.
Frank Casale	Founder & CEO	Outsourcing Institute
J. Ross Docksey	Partner	Sonnenschein, Nath & Rosenthal
Philip Fersht	Vice President, Research & Consulting	The Yankee Group
Tom Greble	Senior Partner	Brown Raysman Millstein Felder & Steiner LLP
Greg Hackett	Co-Founder (Founder of The Hackett Group)	The Sonax Group
John Halvey	Partner, Technology & Outsourcing Group	Milbank, Tweed, Hadley & McCloy LLP
Mark Hodges	Chairman	EquaTerra
Michael Janssen	President, Supplier Solutions	Everest Group
Mary Lacity	Professor of Information Systems	University of Missouri at St. Louis
Andrew Laidlaw	Partner	Seyfarth Shaw LLP
Dennis McGuire	Founder & Chairman	TPI
James Brian Quinn	Emeritus Professor of Management	The Amos Tuck School, Dartmouth College
Paul Roy	Partner	Mayer, Brown, Rowe & Maw
Mimi Wolfe Strouse	Managing Director	Warburg Pincus
Richard Tinervin	Founder & Managing Partner	Tinervin Advisors
Mark Toon	Founder & CEO	EquaTerra
Robert Treuhold	Managing Partner	Shearman & Sterling
Joe Vales	Founder & Managing Partner	Vales Consulting Group
Atul Vashistha	Chairman & CEO	neoIT
Barry Wiegler	Founder & Managing Director	Sourcing Interest Group
Robert Zahler	Partner	Shaw Pittman

2005 FAO SUPERSTARS: Advisors

John Barnsley Chairman, Inaltus

The former head of the Global BPO business for PW and PwC BPO, Barnsley had the vision to build a \$700 million BPO business in just three years led by groundbreaking F&A contracts in Europe, North America, and South America. He is now retired from PwC after he sold the BPO business to IBM and is the chairman of Inaltus, a U.K. based FAO firm.

Peter Bendor-Samuel Founder and Chief Executive Officer, Everest Group

The man who turns lead into gold and outsourcing naysayers into believers, Bendor-Samuel has spent two decades developing large-scale outsourcing solutions in a broad range of industries and business processes. Recipient of the 2001 Outsourcing World Achievement Award and an honorable advisor to the Strategic Outsourcing Council of Japan.

William Bierce Partner, Bierce & Kenerson, P.C.

With more than 25 years of experience in corporate, commercial, technology, international business, and financial transactions, Bierce co-founded Bierce & Kenerson, an infrastructure law firm that enables clients to better manage their operational infrastructures and strategic relationships. He has advised on numerous outsourcing transactions and is a frequent author and lecturer on the topic.

Frank Casale Founder & CEO, Outsourcing Institute

Founder & CEO of the Outsourcing Institute, an independent source for outsourcing data for both client executives and outsourcing vendors, this well-known consultant has the best-known outsourcing URL, www.outsourcing.com.

J. Ross Docksey Partner, Sonnenschein, Nath & Rosenthal

One of the savviest and most thoughtful attorneys in the outsourcing space, Docksey keeps abreast of market trends and is extremely well-versed in the space. A master of outsourcing across multiple functions, he has advised on numerous global FAO contract negotiations.

Philip Fersht VP, Research & Consulting, The Yankee Group

Former IDC analyst joined The Yankee Group in 2003 and quickly made a name for himself as a key commentator and expert in the field of BPO.

Tom Greble Senior Partner, Brown Raysman Millstein Felder & Steiner LLP

With more than 25 years' experience representing public and private employers in all facets of labor and employment law, Greble took up the BPO campaign, acting as advisor on numerous BPO deals and General Counsel of the HRO Association since its inception.

Greg Hackett Co-Founder (Founder of The Hackett Group), The Sonax Group

Visionary creator of finance excellence design, Hackett was the founder of The Hackett Group and Mergershop Inc. He was the creator of Hackett's benchmarking and best-practice programs and has more than 25 years' experience as an advisor to senior management. Prior to forming Hackett, he was affiliated with A.T. Kearney and Booz Allen Hamilton. A highly regarded speaker, he sits on the editorial advisory board of *CFO Magazine*.

John Halvey Partner, Technology & Outsourcing Group, Milbank, Tweed, Hadley & McCloy

Halvey wrote the book on BPO, literally. Author of *BPO Transactions: Process, Strategies, and Contracts*, Halvey has represented companies in many of the largest technology, telecommunications, and BPO transactions, including Deutsche Bank, BellSouth, General Motors, DuPont, AT&T, Xerox, Boeing, and the Commonwealth Bank of Australia. His work in this area has been the subject of articles in *Forbes*, *Information Week*, *Computer World*, *CIO Magazine*, *The Daily Deal*, and *Venture Capital Journal*.

Mark Hodges Chairman, EquaTerra

A pioneer of BPO, prior to forming EquaTerra, Hodges established and led TPT's BPO practice. He is a regular speaker at global BPO industry events such as The Conference Board's Shared Services Conference, the HR Outsourcing Summit, and others, and sits on the advisory boards of the HROA (HR Outsourcing Association) and the SBPOA (Shared Services and Business Process Outsourcing Association).

Michael Janssen President, Supplier Solutions, Everest Group

With a career spanning almost two decades in outsourcing leadership positions, Janssen has been a major contributor to the industry's development and has designed strategies for creating effective relationships between service organizations and their clients in a wide cross-section of industries and business processes. He currently directs the provider component of the Everest Group's value-oriented business solutions and also serves as the focal point of strategic oversight for Everest Group's Outsourcing Center, a vehicle for identifying early industry trends.

Mary Lacity Professor of Information Systems, University of Missouri at St. Louis

Teacher, author, consultant, researcher, and global BPO technology expert, Lacity is a noted speaker at outsourcing conferences, editor of the *Journal of Information Technology* and *MIS Quarterly Executive*, and author of numerous articles and books on outsourcing.

Andrew Laidlaw Partner, Seyfarth Shaw

Migrating from his background as an antitrust litigator, Laidlaw has turned his focus to advising on a large number of BPO deals.

Dennis McGuire Founder & Chairman, TPI

With more than 20 years of relevant industry experience, McGuire co-founded and leads TPI, advising clients in 650 sourcing transactions with a total contract value of more than \$360 billion. A frequent speaker at industry conferences, user events, and service-provider forums, he is often quoted in the national and international business news, industry publications, and by equity analysts.

James Brian Quinn Emeritus Professor of Management, The Amos Tuck School, Dartmouth College

Professor Quinn, widely recognized as one of the top management thought leaders in the outsourcing field, has been writing about the innovation process since 1951. He authored of some of the first articles on core competencies and strategic outsourcing, as well as the books *Intelligent Enterprise* and *Innovation Explosion*.

Paul Roy Partner, Mayer, Brown, Rowe & Maw

Partner in Mayer Brown's Outsourcing Practice, Roy is renowned for his understanding of technology outsourcing law.

Mimi Wolfe Strouse Managing Director, Warburg Pincus

Former analyst for Credit Suisse First Boston and principal at General Atlantic Partners, Wolfe Strouse joined Warburg Pincus in 2002 where she focuses on business process outsourcing and human capital management investing.

Richard Tinervin Founder & Managing Partner, Tinervin Advisors

The founder of CitiStreet builds on his experience as a senior manager in the institutional wealth management arena to bring superior strategic and practical knowledge to the outsourcing industry.

Mark Toon Founder & CEO, EquaTerra

A pioneer in BPO, Toon has advised global corporations on BPO, management of third-party contracts, shared services, and SG&A cost reduction/value improvement. He is a former partner with TPI, founder and CEO of FAO provider SourceNet Solutions, and spent nine years at Andersen Consulting/Accenture helping Global 2000 companies improve their business processes.

Robert Treuhold Managing Partner, Shearman & Sterling

Specializing in U.S. and international corporate, banking, and financial transactions, Treuhold has extensive experience in privatizations, international joint ventures, project financings, and mergers and acquisitions. He has been cited as both a leading capital markets lawyer in the *Guide to the World's Leading Capital Markets Lawyers*, and a leading privatization lawyer in the *Guide to the World's Leading Privatization Lawyers*.

Joe Vales Founder & Managing Partner, Vales Consulting Group

Founder of Vales Consulting Group and former managing director of global marketing for BPO at PricewaterhouseCoopers, Vales is a frequent speaker and author on marketing and business development.

Atul Vashistha Chairman & CEO, neoIT

A strong proponent for globalization, Vashistha is sought out by Wall Street analysts, global executives, and business journalists for his thought leadership. Under his leadership, neoIT has established itself as the leader in the offshore advisory arena, assisting Global 2000 clients in sourcing more than \$1 billion in IT and BPO contracts.

Barry Wiegler Founder & Managing Director, Sourcing Interest Group

Wiegler founded the Sourcing Interest Group in 1991 and has led the vision for the Group's early recognition and movement into new sourcing arenas. He serves as the Group's CEO and lead moderator for SIG's conferences.

Robert Zahler Partner, Shaw Pittman

Partner in Shaw Pittman's global sourcing group with emphasis on sourcing ITO and BPO, Zahler has written widely on outsourcing and is a frequent speaker at conferences sponsored by *CIO*, *Fortune*, and *Forbes*.

2005 FAO SUPERSTARS: PROVIDERS



Planting the seeds and reaping the rewards of the booming FAO industry, these providers are committed to ensuring that FAO maintains its rapid growth and high standards. Setting standards for FAO and invested in improving FAO service excellence, each provider on the list has contributed immeasurably to the industry. Some have grown the number and variety of FAO services offered. Others have grown FAO's reach—signing on more and larger clients and increasing acceptance of the practice. Still others have met customers' growing demands for improved FAO service options. Congratulations to the *FAO Today* 2005 Provider Superstars.

SUPERSTAR	TITLE	COMPANY
Randolph Altschuler	Co-CEO	OfficeTiger
David Andrews	Chairman & CEO	Xchanging
Matt Appel	VP	EDS F&A Solutions
Jeff Bizzack	CEO	Savista
Karl Buttner	Chairman, Co-Founder, CTO	170 Systems, Inc.
Kevin Campbell	Market Strategy & Development Leader	Hewitt Outsourcing Solutions
Dominick Cavuoto	Corp.VP & President, Global Financial Services	Unisys Corporation
Stewart Clements	President	Accenture Finance Solutions
Charles Fote	Chairman & CEO	First Data Corporation
Russ Fradin	CEO & President	Bisys F&A Outsourcing
Arup Gupta	President, TSA America	Tata Consultancy Corporation
Patrick Hodara	CEO	LOR Management Services
Marcus Holloway	F&A BPO Leader	Affiliated Computer Services, Inc. (ACS)
Van Honeycutt	Chairman & CEO	Computer Science Corporation (CSC)
Dr L.S. Kanodia	Chairman & Founder	Datamatics Technologies Ltd.
Philippe Lesueur	President	ADP, Employer Services Europe
Leslie Muma	President, CEO, Director	Fiserv, Inc.
David Narrow	Global F&A Outsourcing Leader	IBM
James Orr	CEO, Chairman, President	Convergys
Regina Paolillo	CEO	Creditek
Ross Perot	Chairman Emeritus	Perot Systems
Azim H. Premji	Chairman	Wipro Ltd.
Bob Pryor	CEO	Cappgemini Energy
B. Ramalinga Raju	Chairman	Satyam Computer Services, Inc.
A. Barry Rand	CEO & Chairman	Equitant
Martin Read	Group Chief Executive	LogicaCMG
Clarence Schmitz	Chairman & CEO	OPI
Gregg Scoresby	CEO	Core3
Dr. Sarah Thomas	Director of Marketing	Accenture Finance Solutions
David Tibble	Executive Chairman	WNS Global Services
Jan Trevalyan	President	DDC Group

2005 FAO SUPERSTARS: PROVIDERS

Randolph Altschuler
 Co-CEO, OfficeTiger

Co-founder of OfficeTiger, a BPO firm with industry focused, judgment-based solutions. Prior to co-founding OfficeTiger, Altschuler worked in private equity at The Blackstone Group and in investment banking at Donaldson Lufkin and Jenrette.

David Andrews
 Chairman & CEO,
 Xchanging

Head of the BPO firm that specializes in FAO, HRO, and procurement, Andrews is famous for heading radical client improvements.

Matt Appel
 VP, EDS F&A
 Solutions

Appel has been responsible for the development, implementation, and operations of EDS' global shared services program in the areas of F&A, HR, procurement, and administration. He also serves as president of the Finance and Accounting Services line for EDS.

Jeff Bizzack
 CEO, Savista

Few can match Bizzack's track record in this market, having established and built a technology-driven BPO company from the ground up into a market leader with a reputation for product innovation, technical excellence, and superior customer service. Knows the power of providing FAO and HRO simultaneously.

Karl Buttner
 Chairman, Co-Founder,
 CTO, 170 Systems

A pioneer in document management solutions for ERP financial applications.

Kevin Campbell
 Market Strategy
 Leader, Hewitt
 Outsourcing Services

Former President and COO of Exult now leads market strategy and development for Hewitt; one of the major innovators of end-to-end enterprise FAO and HRO.

Dominick Cavuoto
 Corp. VP & President,
 Global Financial
 Services, Unisys Corp.

Leads a team that provides enterprise transformation and strategic technology solutions to top-tier financial institutions around the world. Under his leadership, Unisys has significantly expanded its capabilities in the financial services industry and increased market penetration in BPO.

Stewart Clements
 President, Accenture
 Finance Solutions

Accenture was a pioneer of FAO in 1991 when it took over F&A for BP Exploration in the North Sea. Since those days, Clements has shaped an organization with more than 4,800 professionals in more than 20 delivery centers—supporting more than 40 customers, in 40 countries, and in as many languages. Clements also co-authored the publication *CFO Insights: Achieving High Performance Through Finance Business Process Outsourcing*.

Charles Fote
 Chairman & CEO,
 First Data Corp.

Head of a company that touches most individuals' lives every day through outsourcing transactions in checking and credit card processing.

Russ Fradin
 CEO/President, Bisys
 F&A Outsourcing

Known for his reputation in setting high standards for FAO.

Arup Gupta
 President, TSA
 America, Tata
 Consultancy

Responsible for 65% of Tata Consultancy's (an international BPO provider) billion-dollar revenue.

Patrick Hodara
 CEO, LOR
 Management Services

An innovator in preparing his company to penetrate mid-market users of FAO.

Marcus Holloway
 F&A BPO Leader, ACS

Successfully turned an IT facilities management company into a leading global BPO provider and has seen the company through 30 quarters of profitable growth.

Van Honeycutt
 CEO, CSC

Honeycutt guided CSC toward becoming a leading provider of information systems and outsourcing to the U.S. government.

Dr L.S. Kanodia
 Chairman & Founder,
 Datamatics
 Technologies Ltd.

Widely acknowledged as the founder of the Indian IT industry, Kanodia's company, Datamatics Technologies, has been growing at a furious pace.

Philippe Lesueur
 President, ADP
 Employer Services
 Europe

As the inheritor of the marvelous GSI business built by Philippe Gluntz, Paris-based Lesueur has continued to expand ADP's dominant payroll market share in France and throughout Europe. His business also includes a leadership position in airline ticket clearing for European travel agents that allows the agents to prosper despite brutal competition from online travel sites.

Leslie Muma
 President, CEO,
 Director, Fiserv, Inc.

Muma pioneered outsourced financial transaction processing in 1984 with the founding of Fiserv, which went on to become number one in the American Banker's list of "Top 100 Companies in FinTech" with more than \$3.5 billion in annual revenues.

David Narrow
 Global F&A Out-
 sourcing Leader, IBM

The former head of F&A outsourcing for PW and PwC BPO, Narrow is famous for his napkin analogy, which he wrote in 1999 to describe how a combination of re-engineering, Web enablement and technology, and offshore delivery could reduce F&A expenses by 75%. He is now responsible for delivering FAO services to BP for IBM in London.

James Orr
 CEO, Chairman,
 President, Convergys

An innovator in customer care and billing for telecom industry and others.

Regina Paolillo
 CEO, Creditek

Former Gartner CFO and EVP is now building a leading company in revenue cycle outsourcing.

Ross Perot
 Chairman Emeritus,
 Perot Systems

Well-known eccentric business personality and two-time presidential candidate who built two huge outsourcing provider firms, EDS (started with a \$1,000 loan from his wife) and Perot Systems.

Azim H. Premji
 Chairman, Wipro Ltd.

Under his leadership, Wipro has become the largest BPO services company in India.

Bob Pryor
 CEO, Cargemini
 Energy

Pioneering the F&A services model for key Cargemini customers, including TXU, Hydro One, Dairy Farm, and International Paper.

B. Ramalinga Raju
 Chairman, Satyam
 Computer Services

Chair of Satyam Computer Services, with 100-plus customers, 20 of whom are *Fortune* Global 500.

A. Barry Rand
 CEO/Chairman,
 Equitant

Evangelistic visionary of client value creation with proven track record of accelerating high-growth businesses to success as well as driving established, multi-billion dollar businesses to positions of market leadership. He is the force behind Equitant's mission to help clients put their capital in motion and deliver optimum value creation to clients.

Martin Read
 Group Chief
 Executive, LogicaCMG

During an eight-year period, Read helped this BPO provider grow to be the third-largest European listed IT service company and saw headcount expand from 3,000 U.K. employees to 20,000 employees in 34 countries, with earnings of 40-plus percent per annum.

Clarence Schmitz
 Chairman & CEO, OPI

Schmitz is known for his commitment to provide clients with continuous improvement through FAO.

Gregg Scoresby
 CEO, Core3

Had the foresight to marry FAO and HRO in a global offering.

Dr. Sarah Thomas
 Dir of Mktg, Accenture
 Finance Solutions

Marketing guru for pioneer BPO and FAO firm Accenture.

David Tibble
 Executive Chairman,
 WNS Global Services

A chairman who believes in investing in his people to build a world class, high performance BPO provider company.

Jan Trevalyan
 President, DDC Group

Providing BPO offshore as long as 15 years ago, this innovator of BPO is also an innovator of data capturing and services.