



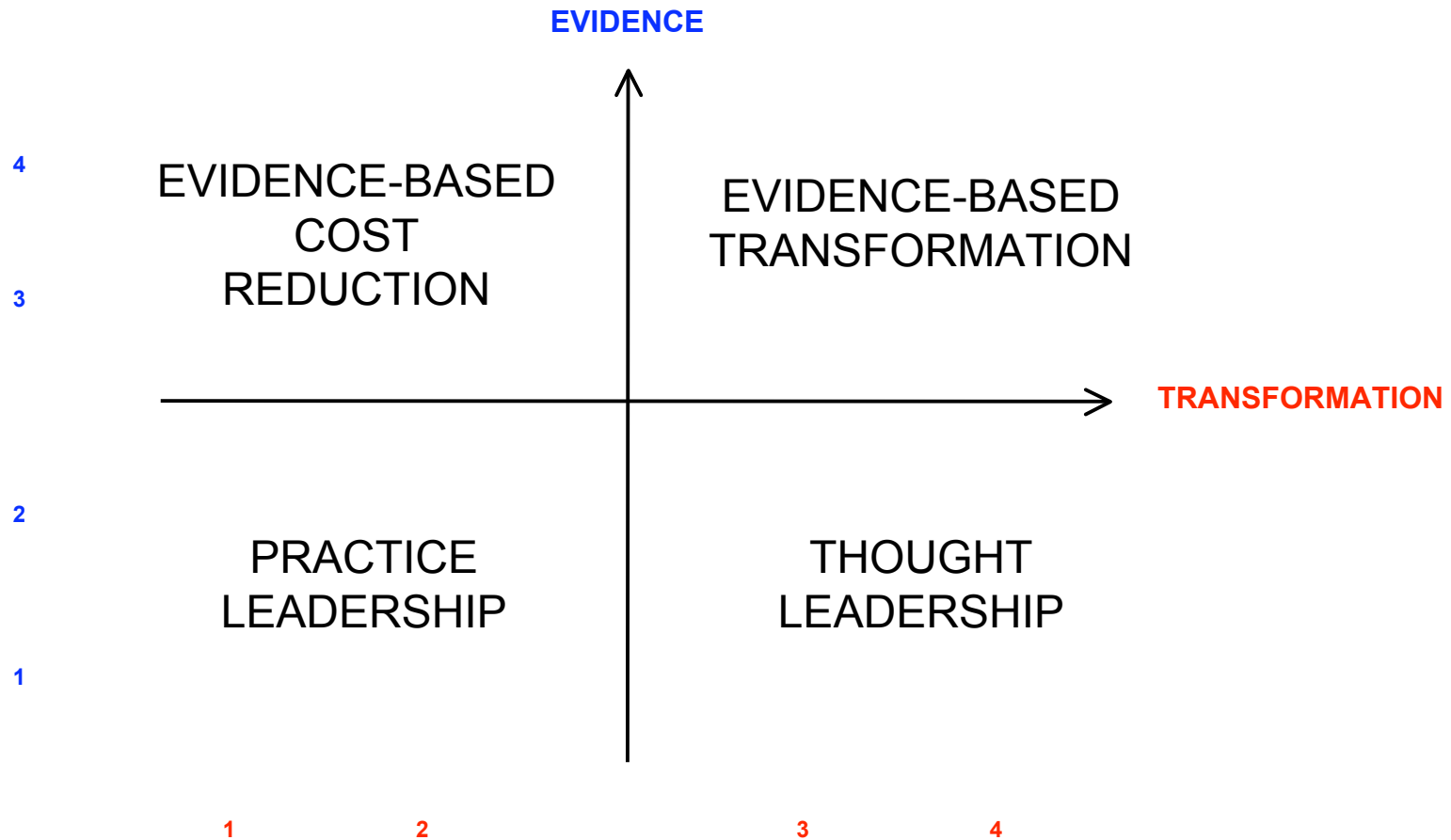
And What They Are Talking About in 2010



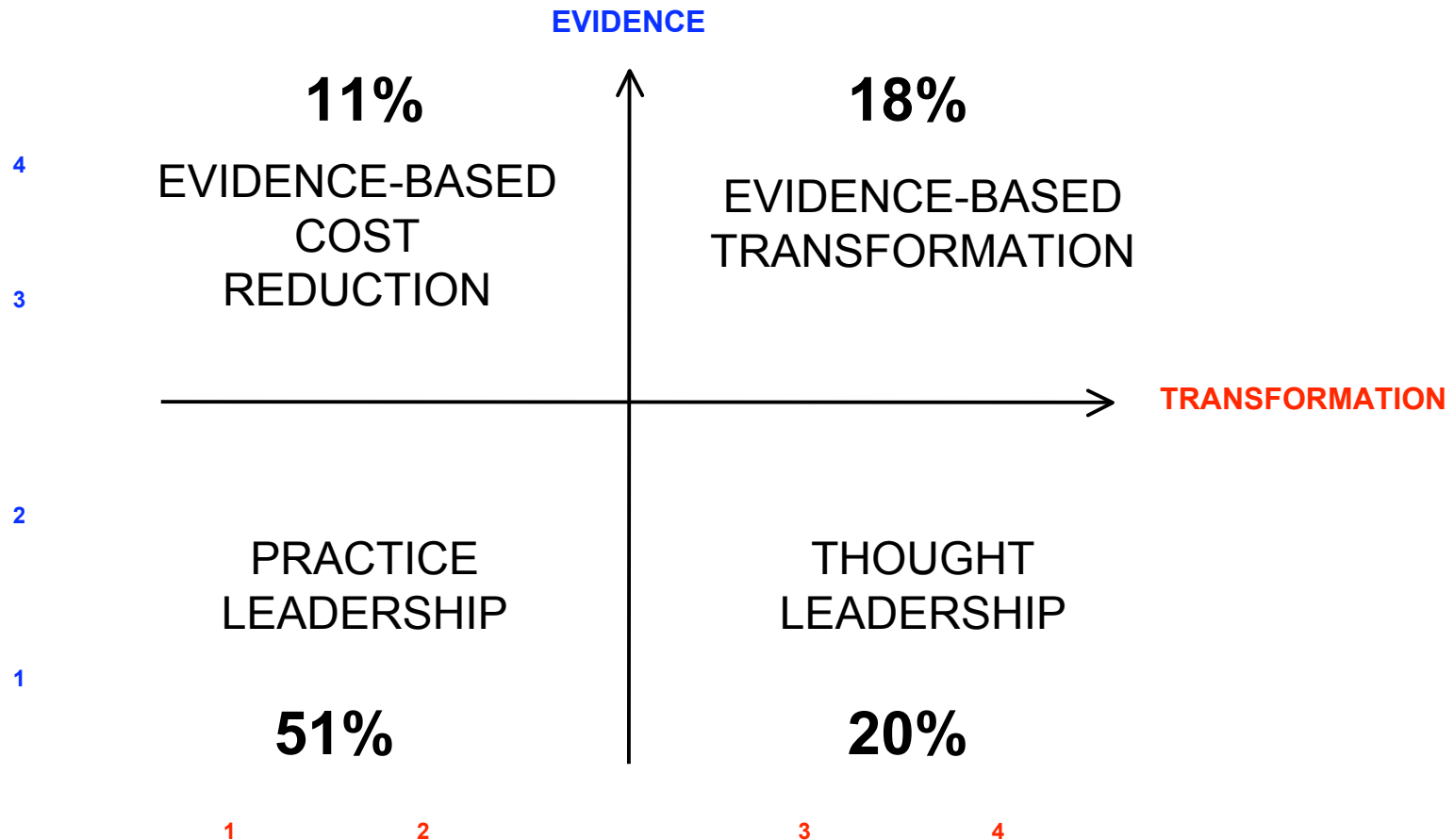
Rating Scales

Rating	Evidence	Transformation
4	Data-driven account of performance, including financial evidence underpinning claims	Clear articulation of strategic intent and the role of outsourcing in enabling and driving company-level performance
3	Data-driven account, utilizing key stakeholder accounts of performance from key actors and/or detailed case studies underpinning claims	Clear articulation of strategic intent and the role of outsourcing in enabling and driving functional-level performance
2	Data-driven account using ordinal proxies for performance accounts or brief case studies listing primary aspects of deals	Clear articulation of the role of outsourcing in delivering service process transformation
1	Expert opinion without a data-driven argument to underpin claims	Clear articulation of the practice improvements in service delivery

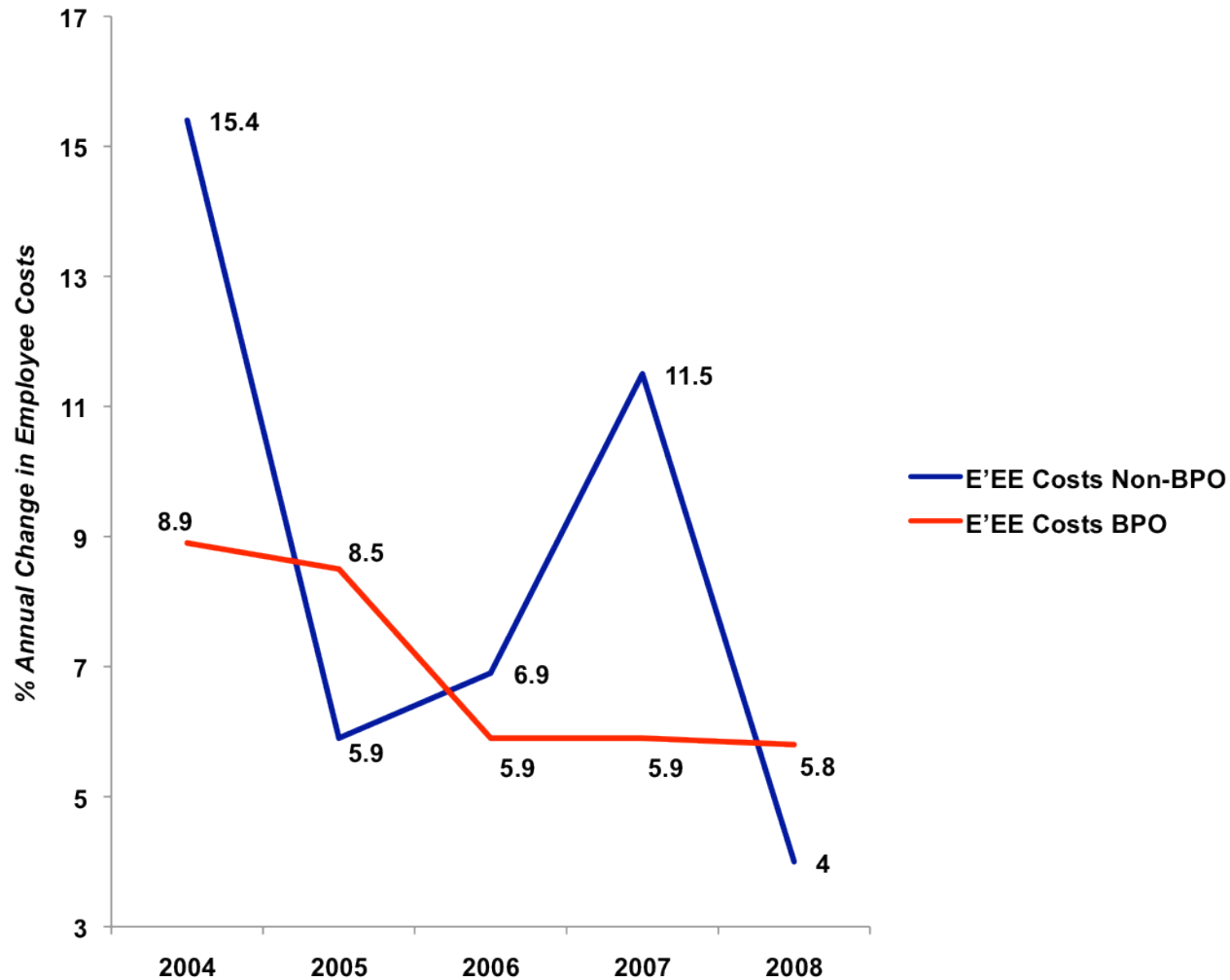
Quantifying Provider Output Transformational Contribution



Quantifying Provider Output Transformational Contribution



Does it make a difference?



Data Sources: FTSE 100, IDC, DTI, Lancaster University

Drilling Into Market Sectors

The Winners: MARKET CAP Change BPO users and Non Users Compared

