

Top Sourcing Consultants of 2006

Before considering taking on HRO, dial up one of these industry gurus. They'll save you money, headaches, and possibly your job in the case of a really bad deployment.

By Andy Teng

You can't take the sourcing out of outsourcing and you certainly shouldn't take the sourcing advisor out of the HRO deal. There are many firms that consult on outsourcing, but here within the pages of *HRO Today* are the widely recognized leaders in the sourcing advisory field.

Some names you'll recognize easily; these are the undisputed brands in sourcing services. These firms have been behind the scenes of some of the largest HRO engagement, provid-

ing sage advice to the uninitiated. Armed with powerful research, deep experience from previous deals, and the insight of scores of advisors, these consulting groups can sometimes mean the difference between an enjoyable HRO venture and a scarring experience.

The information listed here will help get you started. From the number of consultants at the firms to the size and number of deals serviced to the geographic areas served and other pertinent data, this feature will give you an idea of the kinds services offered in the HRO

market. We've included contact information so you can call for help as soon as you've glanced through these pages and picked out the most suitable ones.

The advisors chosen here are those widely recognized in the industry, but we also sought the input of buyers and providers.

As always, we invite you to submit your firm for consideration in future editions if you were omitted. Like the rest of the industry, we're always interested in finding as many different voices as possible. **HRO**

TOP SOURCING CONSULTANTS

SOURCING CONSULTANT	NO. OF OFFICES	YEARS IN BUSINESS	GEOGRAPHIES SERVED	NO. OF ADVISORS	NO. OF 2005 DEALS	KEY CLIENTS	BUSINESS FOCUS	VALUE OF 2005 DEALS
Alsbridge Addison, TX Phone: (214) 696-6410 www.alsbridge.com	4	1	GLOBAL	100	65	NOT DISCLOSED	IT AND BPO	\$12.4B

Alsbridge is a consulting firm providing unbiased advice on outsourcing, shared services, and offshoring. With global presence across North America, Europe, and Asia, it provides clients with unmatched experience and in-depth industry knowledge and helps clients reduce costs, improve processes, and maximize shareholder value through the use of on- and offshore outsourcing and shared services.

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Baker & McKenzie LLP Chicago Phone: (312) 861-8000 www.bakernet.com	70	57	GLOBAL	3,300	50+	ROHM AND HAAS MEIJER	IT AND BPO	NOT DISCLOSED

Baker & McKenzie advises clients on sourcing transactions and issues worldwide through 70 offices in 38 countries and centers of excellence on three continents. Thirty-three of its sourcing and technology lawyers are ranked as leaders in their field by peers and respected publications. The firm is sensitive to differences in culture, language, and business relationships, as well as the increasingly complex privacy, tax, and other legal requirements that affect sourcing globally.

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Bierce & Kenerson, P.C. New York Phone: (212) 840-0080 www.biercekenerson.com	1	16	NORTH AMERICA AND ASIA	5	FEWER THAN 10	NOT DISCLOSED	HRO, FAO, KPO AND MANUFACTURING	+\$150M

A boutique, the firm offers senior attorneys for both domestic and multinational outsourcing; typically provides full legal management, assisting in-house counsel for deal structuring, vendor selection, and contract negotiation. The firm also advises on setup of sourcing delivery through transformation in corporate structures such as creation of global services enterprise or offshore captive.

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Curcio Webb, LLC Buffalo Grove, IL Phone: (847) 279-7341 www.curciowebb.com	4	9	NORTH AMERICA	N/A	37	CHEVRON TEXACO ENTERPRISE LUCENT	HRO	N/A

Curcio Webb provides HRO sourcing services on HR, payroll, and employee benefits, including business case development, delivery model design (including co-sourcing models), provider selection, service and fee benchmarking, and contract negotiation; other services include internal service-center design, technology selection, workflow definition, insourcing, and vendor management.

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EquaTerra Houston Phone: (713) 470-9810 www.equaterra.com	2	3	GLOBAL	150+	200	DELTA AIR LINES, DUPONT, NISOURCE	BPO, ITO, AND CRM	\$4B

EquaTerra is focused solely on providing global enterprises with outsourcing and insourcing advisory, research, and governance services that enable them to achieve service delivery excellence for their business and IT processes. EquaTerra's 150+ advisors average more than 20 years of industry, service provider, and process experience with functional leadership in finance & accounting, human resources, information technology, procurement and CRM. Our advisors have been involved in more than 700 global business transformation, outsourcing and outsourcing governance initiatives.

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Everest Group Dallas Phone: (214) 451-3000 www.everestgrp.com	5	16	GLOBAL	MORE THAN 120 EMPLOYEES	NOT DISCLOSED	NOT DISCLOSED	HRO	NOT DISCLOSED

Everest Group provides strategic advisory services that help companies worldwide harness the power of outsourcing. Offices in the U.S., Canada, India, U.K., and Australia serve clients around the world. A broad breadth and depth of experience enables delivery of expert analysis and strategic results. Since 1991, the firm has overseen hundreds of major outsourcing transactions in more than 30 business processes.

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Gartner Consulting Stamford, CT Phone: (203) 316-1111 www.gartner.com	72	28	GLOBAL	1200+ CONSULTANTS & ANALYSTS	100+	65% OF CLIENTS ARE GLOBAL 500	HRO, FAO, ITO, PROCUREMENT	\$989M

Gartner supports all phases of BPO and ITO through its research and consulting offerings. Gartner services are focused on utilizing an optimal combination of in-sourced and outsourced service models to increase service effectiveness and reduce back-office administrative costs. Offerings include sourcing strategy, outsourcing contract development and negotiations support, and sourcing management.

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Hager Strategic, Inc. Washington, D.C. Phone: (202) 429-6629 www.hagerstrategic.com	4	11	NORTH AMERICA, EUROPE	6	10	BASF FEDERAL RESERVE SYSTEM	HRO	\$340M

Hager Strategic, Inc. was founded in 1995 to help employers understand the range of administration models available to them and increase the efficiency of HR and benefits services. Some very familiar names have turned to Hager Strategic for expert assistance for benefits and HR administrative initiatives.

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Mayer, Brown, Rowe & Maw Chicago Phone: (312) 782-0600 www.mayerbrownrowe.com	15	IN PRACTICE SINCE 1881; IN HRO SINCE 1992	GLOBAL	50	30	PROCTER & GAMBLE DISNEY TRIAD	HRO	\$6B
<p>Mayer, Brown, Rowe & Maw LLP is one of the world's largest business process and IT sourcing law firms. Legal researcher Chambers named the organization Technology/Telecommunications USA Firm of the Year in 2005. It also won the award in 2003 and is the only one to have won it twice. Procter & Gamble's External Business Development organization named it the External Enabling Partner of the Year for 2004-2005 for its representation of P&G in multiple outsourcing deals. Clients have included leaders in new types of sourcing transactions such as business process outsourcing and offshoring (both through service providers and captives).</p>								

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Morgan Chambers London Phone: (44) 20 7309 7500 www.morgan-chamber.com	6	N/A	GLOBAL	54	51	BOMBARDIER, ROLLS ROYCE, THOMAS COOK	HRO, FAO, ITO, PROCUREMENT	NOT DISCLOSED
<p>Morgan Chambers offers full-scope HRO-specific advisory and support services, from strategic initial consideration to post-deal validation, assurance, and governance. It assists clients along the sourcing journey, from strategic consideration and scoping to business case definition and requirements capture. This leads to a comprehensive selection procedure sourcing either internally or externally, depending on the best match for the business requirements and appropriateness for the company and its culture. Post deal, Morgan Chambers helps oversee the execution and complex transition phases, leaving a knowledge legacy after each engagement.</p>								

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neolT San Ramon, CA Phone: (925) 355-0557 www.neoit.com	3	7	GLOBAL	50	NOT DISCLOSED	THE HOME DEPOT; CARDINAL HEALTH	HRO, FAO, ITO, PROCUREMENT	NOT DISCLOSED
<p>neolT is a management consulting firm that helps leading corporations improve and grow their business by capitalizing on services globalization. Through a blend of strategic advisory services and hands-on execution support, neolT provides advice and management expertise on the globalization of information technology (IT) and business processes. neolT's clients include leading Global 2000 firms in financial services, insurance, healthcare, telecommunications, utilities, oil and gas, consumer goods, logistics, retail, entertainment, manufacturing and other industry sectors.</p>								

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PA Consulting Group London Phone: (44) 20 7730 9000 www.paconsulting.com	40	OUTSOURCING PRACTICE BEGAN 20 YEARS AGO	GLOBAL	400	NOT DISCLOSED	NOT DISCLOSED	HRO, FAO, ITO	NOT DISCLOSED
<p>Clients use PA Consulting Group (PA) to deliver business transformation in human resources, information technology, finance, and other corporate service functions. PA is a business consulting firm which holds a unique position in the sourcing market. PA is completely independent, being neither an outsource provider nor having strategic alliances with systems/software providers. PA has strong strategic sourcing experience integrated into business strategies. The company takes an agnostic position on sourcing options, focusing on what is truly right for the client's business and applies pragmatic solutions to deliver long-term value and the mitigation of risk.</p>								

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Pillsbury Winthrop Shaw Pittman Washington, D.C. Phone: (202) 663-8130 www.pillsburylaw.com	16	138 (21 IN GLOBAL SOURCING)	GLOBAL	100+	47	ASTRAZENECA; AIR CANADA; AMERICAN EXPRESS	HRO, FAO, ITO, PROCUREMENT	\$2.5B
<p>Pillsbury is the only firm to offer an integrated outsourcing advisory solution—including strategy, scoping, financial, legal, governance, and relationship management services. Consultants and attorneys help identify and implement the best service delivery options available in an increasingly flat world, including outsourcing, shared-services centers and captive-services centers located in the most appropriate best-shore location, resulting in easy-to-use, technology-enabled visual and graphic sourcing methods.</p>								

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PwC New York www.pwcglobal.com	21	50	GLOBAL	225	NOT DISCLOSED	NOT DISCLOSED	BPO	NOT DISCLOSED

PwC's Human Resource Effectiveness (HRE) Practice is a global practice focused on helping large employers improve both the effectiveness and efficiency of the HR function of the enterprise. HRE is one of the leading global HR performance improvement advisors, using a framework developed from Six Sigma and its HR human capital and HR delivery metrics organization, Saratoga. HRE assists clients with building the business case for optimizing HR, including the HR organization structure, HR controls, HR professionals, HR delivery processes, HR technology, and HR delivery sourcing strategies.

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Sonnenschein Nath & Rosenthal Phone: (312) 876-8000 Chicago www.sonnenschein.com	9	100	GLOBAL	676	30	SARA LEE CORP., HYRIAN, OPI	HRO	\$2.5B

The firm's national practice offers extensive experience representing vendors and customers in the structuring, documentation, evaluation, and negotiation of complex outsourcing arrangements. While a majority of these relate to information technology, information services, and telecommunications services, Sonnenschein's experience extends to outsourcing of general business functions, including benefits plan management, real estate management and billing, collections, and accounts receivable management. It has handled the outsourcing of voice and data communications services, data processing services and operations, software development and maintenance, and more.

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Technology & Business Integrators Phone: (201) 573-0400 Ramsey, NJ www.tbicentral.com	1	42	NORTH AND LATIN AMERICA; EUROPE	52	12	MERCK, A&P, MARSH & MCLENNAN	HRO, FAO, ITO	\$2.85B

TBI is a management consultancy founded in 1964 to advise Fortune 500 customers on outsourcing issues. Its life-cycle of services include strong front-end assessment capabilities, management of the outsourcing process through contract negotiation, and migration and post-deal governance. Considered a thought leader in the field, TBI has been a catalyst for the development of best-of-breed outsourcing as well as hybrid solutions that incorporate the best practices of consolidation and shared-services development alongside niche outsourcing decisions.

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TPI, Inc. Phone: (281) 465-5700 Houston www.tpi.net	10	17	GLOBAL	350+	58	AMERITECH, DELTA AIRLINES, H&R BLOCK	HRO, FAO, ITO	\$13.5B

TPI offers sourcing advisory solutions that support organizational goals to create enduring value, achieve effective transformation, and meet rapidly changing market demands. Since 2000, TPI has advised on more than 25 percent of total contract value awarded in the broader outsourcing market, which includes commercial contract awards each valued at \$50 million or more. With 350 advisors to help clients find the right balance of value, speed-to-market, and risk mitigation, TPI remains one of the most sought-after advisory firm in the world. TPI operates in locations including Houston, New York, Toronto, London, Paris, Brussels, Frankfurt, Sydney, Bangalore, and Singapore.

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Towers Perrin Phone: (215) 246-7800 Philadelphia www.towersperrin.net	70	90	GLOBAL	NOT DISCLOSED	NOT DISCLOSED	75% OF GLOBAL 500	HRO	NOT DISCLOSED

Towers Perrin provides services to assist clients in developing HR service-delivery strategies to support overall business requirements. Sourcing advisory services include in-depth evaluations of the role of outsourcing in delivering HR services and the applicability of HRO in fulfilling outsourcing opportunities. The firm does not assist clients with actual vendor evaluation and selection or contracting but instead recommend other HRO vendor consultants for these activities.