

SUPERSTAR ADVISORS AND THOUGHT LEADERS

Want to know what everyone else is getting on pricing? How about answers on the best approach to governance? Are you still looking to resolve that thorny issue with a provider? The Advisor and Thought Leader Superstars have all the answers. Although they don't come cheap, they are the most well-informed source of HRO information on the planet.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE SO BRIGHT
Monica Barron	Everest Group	VP of Research	Ascending the HRO industry at Everest
Naomi Bloom	Bloom & Wallace	Managing Partner	Most sought-after HR technology consultant
Rosemary Collins	TPI	Partner and Practice Leader, HR Advisory Services	The matriarch of TPI's HRO brain trust
Richard Crespin	HROA	Global Executive Director, HROA; Chairman & CEO, SharedXpertise	The glue that holds the HRO industry together
Glenn Davidson	EquaTerra Public Sector	Managing Director, Public Sector	The ultimate insider when it comes to public sector HRO
Paul Davies	Debunk It	Principal	Driving European enterprise-level HRO
Mark Dzialga	General Atlantic	Managing Director	HRO, FAO, and BPO's very own rock-star analyst
Phil Fersht	AMR Research	Research Director	Making the rounds in the HRO knowledge base
Robert Finkel	Milbank, Tweed, Hadley & McCloy, LLP	Partner-Strategic Sourcing and Technology	Milbank's HRO legal eagle
Scott Gildner	TPI	Partner & President, TPI North America	TPI's point man on all things BPO
John Haworth	Pillsbury Winthrop Shaw Pittman LLP	Consulting Principal	Elevating Pillsbury's status in the HRO industry
Michel Janssen	The Hackett Group	Chief Research Officer	Keeper of the Big Book of Numbers
Barbara Melby	Morgan Lewis	Partner	Speaks softly but carries a big legal stick
Linda Merritt	Indepent Consultant	Principal	Transition from buyer to consultant hasn't diminished her contributions
Lisa Rowan	IDC	Program Director, HR and Talent Management Services	Putting numbers on HRO best practices
Michael Stephan	Deloitte Consulting	Principal, HR Transformation Practice	Helping HRO buyer grow lean and mean
Akiba Stern	Morgan Lewis	Partner	HRO law's biggest brain
Lowell Williams	EquaTerra	Executive Director, HR Advisory	The elder statesman of HRO consulting
John Willmott	NelsonHall	CEO	Advising the global marketplace on BPO
Atul Vashistha	NeolT	CEO	Services globalization's favorite spokesperson



MONICA BARRON
Vice President, Research
The Everest Group

A former *HRO Today* Superstar while at provider Accenture, Barron earlier this year joined sourcing consulting firm Everest as vice president of research. She has more than 15 years of experience in HR management, HRIS, and HRO from both buyer and supplier perspectives across a range of industries. At Accenture HR Services, she was responsible for business development and global sales planning and strategy. Prior to Accenture, Barron held leadership roles at Mellon Financial, AMR Research, SAP, and Fidelity Investments. She holds both a BA and an MBA from the University at Albany, New York.



MARK DZIALGA
Managing Director
General Atlantic

Dzialga leads the firm's investment efforts in the enterprise solutions sector and is a member of the firm's executive committee as well as the vice chairman of the investment committee. He has been a director of numerous public and private companies, including Exult, Daksh, Talus, MultiPlan, and UPromise. He is currently a director of Emdeon Business Services, Genpact, Schaller Anderson, Hexaware Technologies and Webloyalty. Prior to joining General Atlantic in 1998, Dzialga was the co-Head of the High Technology Merger Group at Goldman Sachs, where he advised many of the firm's technology clients on mergers, acquisitions, and restructurings. Dzialga has a BS from Canisius College and an MBA from the Columbia University Graduate School of Business. As the head of GA's enterprise solutions sector, he oversees the most extensive portfolio of BPO companies in the private equity sector.



NAOMI BLOOM
Managing Partner
Bloom & Wallace

Bloom is the most recognized consultant and thought leader in the HRMS industry. Her focus is on the application of IT to achieve breakthroughs in business outcomes and efficiency, and on the related business, technology, and investment strategies of end-users, HRM software vendors, HRM outsourcing providers, and investment firms that participate in this industry. A frequent speaker, author, and advisory board member, Bloom, who received her MBA from Boston University, received IHRIM's Summit Award in 1995 for her contributions to the industry. She is a regular columnist for *HRO Today* and has won numerous recognition from industry groups and participates in a number of trade association activities.



PHIL FERSHT
Research Director
AMR Research

Few thought leaders have made the rounds as much as Phil Fersht, the research director of global business and outsourcing services. As a seasoned veteran of the outsourcing industry, he has been both a researcher and an advisor to organizations that have sought to outsource HR, F&A, and procurement services. Formerly of the Yankee Group, the Everest Group, and Deloitte Consulting, Fersht continues to provide in-depth data about HRO through his AMR day job and his well-read blog, *Horses for Sources*. He received a BS with Honors in European business and technology from Coventry University in the U.K. and a Diplôme Universitaire de Technologie in business and technology from the University of Grenoble, France.



ROSEMARY COLLINS
Partner and Practice Leader, HR Advisory Services
TPI

Collins provides clients with support throughout the HRO lifecycle by offering strategy and expert advisory services in sourcing assessment, service provider selection, engagement, implementation and ongoing service provider management. She is responsible for ensuring that TPI's clients receive the most comprehensive advisory services available. In addition, Collins manages a team of advisors and has the overall responsibility for the HR practice's entire suite of intellectual property, including the consulting tools and templates used in the provision of services to clients. She has participated in more than 100 various client assignments for more than 40 organizations and managed several of the most complex HR multi-function outsourcing engagements implemented in the industry.



ROBERT FINKEL
Partner-Strategic Sourcing and Technology,
Milbank, Tweed, Hadley & McCloy, LLP

Robert M. Finkel is a partner in the New York office of the international law firm Milbank, Tweed, Hadley & McCloy LLP and a member of its strategic sourcing and technology group. Finkel's practice areas include information technology and business process outsourcing, joint ventures and strategic alliances, software and technology licensing, venture capital, and technology and service company acquisition and finance. His clients range from start-ups to multinational corporations. He has represented AT&T, BellSouth, Dow Jones, McGraw-Hill, Entergy Corporation, American Electric Power, SIAC, The Bank of Nova Scotia, Fleet National Bank, Credit Suisse First Boston, CVS Corporation, Fireman's Fund, Tyco International, Unilever, Teradyne and the New York Presbyterian Hospital, among other clients. Finkel has published on a variety of outsourcing, technology and corporate issues. He received a BA from the University of Pennsylvania, a JD from Stanford University, and an MA from Columbia University. He is currently a member of the Stanford Law School Board of Visitors.



RICHARD CRESPIN
Global Executive Director, HROA;
Chairman & CEO, SharedXpertise

Crespin is the chairman of SharedXpertise LLC and the CEO and co-founder of The Delve Group, Inc. SharedXpertise helps organizations share their expertise through research, education, online and offline networking, information portals, and associations in HR, finance, procurement, real estate and other business functions. The SharedXpertise Forums (formerly the SBPOA) include the HROA and the SharedXpertise Finance Forum, and the SharedXpertise Shared Services Forum. (Editor's note: the HROA is managed by Crossing Media, the publisher of *HRO Today*.)



SCOTT GILDNER
Partner and President
TPI North America, TPI

Gildner is responsible for the delivery of all of TPI's services in North America, including not only HR, but also IT, finance and accounting, procurement, and CRM. His knowledge derives from practical experience assisting global organizations in the selection and implementation of HR sourcing solutions. Throughout his career, Gildner has assisted large, multinational organizations implementing business process service offerings. Prior to joining TPI in 2005, He managed his own HR outsourcing firm which he founded in 1997, leveraging his experience as a benefits outsourcing pioneer and executive. He has helped more than 50 *Fortune* 200 clients with their HRO strategy development and has been personally involved in more than 300 client engagements related to assessing, implementing, or managing outsourcing relationships, including the negotiation of more than 100 separate outsourcing agreements covering more than \$3 billion of contracted services.



GLENN DAVIDSON
Managing Director
Public Sector, EquaTerra

Davidson has been both a public-sector buyer and commercial provider of IT/telecommunications and business process management-related services during his 30+-year career. His public sector roles have included: chief of staff to a governor of Virginia, executive vice president and COO of a high-tech industry association, and legislative director to an Ohio congressman. Davidson also spent significant time in the commercial sector—both as a consultant and as a provider of services and solutions. He was an officer of Accenture HR Services and, before that an officer of Viatel, a European provider of broadband services. He is the chairman emeritus of the HROA, a prolific author, and noted speaker on the topic of HR and IT transformation.



JOHN HAWORTH
Consulting Principal
Pillsbury Winthrop Shaw Pittman LLP

John Haworth is a consulting principal with Pillsbury's Global Sourcing consulting practice. A 2005 addition to the firm, he has strong credentials in HRO and BPO gathered during 25 years of business leadership. A market-driven senior executive with significant experience in advising CEOs and the boards of billion-dollar corporations, Haworth has been effective at developing successful strategic partnerships between client companies and the supplier community. Haworth's career milestones include establishing one of the first truly global internet-based human resource delivery systems for the Raytheon Company, the co-founding of Fidelity's Employer Services Company (FesCo, the pioneer full-service HR payroll outsourcing company), establishing the first global BPO licensing program for PeopleSoft, and founding a \$400M BPO operation for KPMG. Haworth was most recently executive vice president at BrassRing, where he led business development, marketing, and international sales as well as guiding internal service platform development of contracted services.



PAUL DAVIES
Principal
Debank It

Davies is an independent advisor in HR services and outsourcing. He has two decades of experience in labor relations and HR management in North America and Europe, the majority of this time spent in senior global and regional roles at General Motors. Before launching Debank GmbH in July 2005, he was responsible for HR outsourcing and transformation efforts at GM Europe and has, as a practitioner, been at the operational end of HR outsourcing since 1997. Debank GmbH aims to bring hard-earned, practical contributions to every stage of the HR transformation process. He is also a regular columnist for *HRO Today*.



MICHEL JANSSEN
Chief Research Officer
The Hackett Group

Janssen has global responsibility for analysis, thought-leadership, and research activities for The Hackett Group. In addition, he leads the firm's efforts in advising clients on world-class sourcing and outsourcing. During a career spanning more than two decades in outsourcing leadership positions, he 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 is a widely published author and frequent presenter at industry forums all over the world. Prior to joining The Hackett Group, Janssen was the president of Supplier Solutions for Everest Group, a consultancy specializing in strategic, management, and transactional advice to buyers and suppliers of outsourcing services. In that role, he conducted 200 supplier briefings annually and then leveraged that knowledge of the supplier's strengths, together with market insight, to create greater collaborative strategic alignment between supplier solutions and buyer objectives in Everest consulting engagements.



BARBARA MELBY
Partner
Morgan Lewis

Melby is a partner in the Global Outsourcing Group and represents a diverse client base, including those in the life sciences, consumer goods, health, and retail industries. One of the leading outsourcing attorneys in the U.S., she co-authored two of the seminal works in the outsourcing field, "Information Technology Outsourcing: Process, Strategies, and Contracts" and "Business Process Outsourcing: Process, Strategies, and Contracts." Melby was recently recognized by Chambers USA as one of the nation's leading lawyers for business process outsourcing. Named the HROA's Attorney of the Year, she represents a large and diverse client base in the life sciences, financial institution, health, and retail industries. Most recently she completed a groundbreaking, global multi-tower business process outsourcing (BPO) transaction for a leading pharmaceutical company, a large offshore outsourcing transaction for a major insurance company, a financial and accounting services outsourcing (FAO) transaction for a major pharmaceutical company, and an HRO transaction for a large services provider.



LINDA MERRITT
Independent Consultant

Although she is no longer at AT&T, where she oversaw governance of the company's original pioneering HRO deal, Linda Merritt continues to contribute to the industry through her work with the Buyers Group. Since retiring from AT&T, the one-time executive committee member of the Buyers Group is still helping her fellow HR leaders through contributions to further develop the association. During her stint at AT&T, Merritt helped to oversee the company's deal with Aon, which signed a groundbreaking accord to provide transaction and payroll services, including the oversight of other benefits administration providers. Merritt, who was an HR director at AT&T, helped found the Buyers Group that has grown in membership significantly since.



LISA ROWAN
Program Director,
HR and Talent Management Services
IDC

In her role at IDC, Rowan provides expert analysis focused on business services addressing HR and talent-related process issues such as HR consulting, processing services, and business process outsourcing (BPO) services; and HR IT services, such as systems integration and IT consulting. For the 10 years prior to joining IDC, she held business development, product management, and marketing positions in the HR software and services markets. Rowan held director positions in both business development and marketing within Genesys, a provider of human capital management software and services based in Methuen, Mass. Prior to Genesys, she held positions in both technical marketing and IT at Digital Equipment Corporation. As a result, she has gained a depth of experience with both core HR and talent-related services. Rowan is an active member of a number of HR organizations and serves on the board of directors for the New England Chapter of IHRIM (International HR Information Management society). She is frequently invited to present her industry knowledge and views at industry events and to the press. Rowan holds a masters in business with a specialization in marketing and product management from the University of Southern New Hampshire.



MICHAEL STEPHAN
Principal, HR Transformation Practice,
Deloitte Consulting

As a principal in Deloitte Consulting's HR Transformation practice, Stephan helps companies develop and integrate HR service delivery models with technology and outsourcing solutions. His global consulting experience traverses the HR landscape and includes shared services design, portal design and development, business case development, and enterprise transition and change management. Stephan was instrumental in helping CIGNA successfully implement its HRO deal. He received a bachelor's in marketing and business administration from Albright College.



AKIBA STERN
Partner
Morgan Lewis

Stern represents institutions and other customers in outsourcing and other significant and "one-off" technology-enabled business transactions, as well as electronic commerce, technology transfers, licensing, intellectual property, and joint ventures. The Chambers Leading Lawyers guides commented that with his "long track record" in the outsourcing field, the "smart and savvy" Akiba Stern is "well-known and respected" for his outsourcing work and has "incredible market knowledge." Stern is a member of the board of directors for the Human Resources Outsourcing Association along with a small group of other industry leaders.



LOWELL WILLIAMS
Executive Director, HR Advisory
EquaTerra

Lowell Williams has more 30 years of international HR, HRO, and HRIT expertise to his role as EquaTerra's executive director for global HR services. Before joining EquaTerra at its inception, he was an HRO executive at TPI, executive director at Exult, vice president for global HR at Bull Information Systems, and senior vice president and general counsel at Elf Aquitaine. Today he is a regular speaker and contributor to industry events and publications, and is often quoted for his subject matter expertise. As one of the most experienced advisors in the HRO industry, he offers clients unique insight having worked for an HRO service provider as well as a buyer in his role as an HR executive.



JOHN WILLMOTT
CEO
NelsonHall

As NelsonHall's CEO, Willmott has personally covered the BPO market since 1992 and has led well in excess of 100 assessments of BPO contracts. He currently presents NelsonHall's quarterly BPO Index webcast, monitoring developments in the BPO marketplace worldwide. He is widely regarded as a BPO guru and continues to contribute to and oversee the company's BPO research. Willmott is a sought-after speaker on BPO issues. He assists organizations in understanding the true shape of the market and the success factors involved in outsourcing from both buy-side and supply-side perspectives. Willmott has more than 20 years of experience in the services sector, principally in roles with strategic marketing responsibility. He previously held senior positions with suppliers and research agencies in both Europe and the U.S. He holds an MA from Cambridge University and an MBA from Manchester Business School.



ATUL VASHISTHA
CEO
NeoIT

Vashistha is the co-author of "The Offshore Nation," which details the strategies for leading companies to succeed in offshore outsourcing. He is a leading authority on globalization and outsourcing. Wall Street analysts, Global 2000 executives, and top business journalists regularly seek his opinion on key topics related to services globalization. He serves on the boards of advisors at the Center for Services Leadership at Arizona State University, Ferno Inc., and the software division of the Information Technology Association of America (ITAA). His passion for economic development has attracted him to support the non-profit Arkansas Rural Sourcing Inc., where he serves as a board member, and also global non-profit network of entrepreneurs, TiE, Silicon Valley, where he is a charter member.