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# Inside Outsourcing™



## Inside with: Ben Trowbridge Managing Partner, Alsbridge

### Special points of interest:

Larry Janis' interview  
with:

**Ben Trowbridge**

**Managing Partner  
Alsbridge**

Alsbridge provides unique Outsourcing and Insourcing strategies that lead change and transform business processes. We are the premier global Outsourcing and Insourcing advisory firm with headquarters in North America and Europe. We provide clients with unmatched experience and in-depth industry knowledge in reducing costs, improving service levels and maximizing shareholder value. Our world class Outsourcing and Insourcing excellence assists clients in implementing value-driven SG&A sourcing solutions that support the business objective and ensure long-term future success. Decisions regarding Outsourcing or Insourcing, the use of Traditional Contract or Joint Venture, or how to effectively Program Manage a service or contract implementation, are specific challenges resolved by Alsbridge everyday.

### LJ: What is your view of the future of BPO?

**BT:** The forces of scale and specialization followed by the demise of the pure-play direct sales strategy are on the horizon. Real players and clients need more than one arrow in their quiver to control cost and be credible. As such providers will continue to consolidate to achieve scale or take advantage of opportunities to become part of a larger firm. Relationship management pre- and post-contract will grow as an issue as services are delivered by larger more complex firms with a are have a larger range of services to deliver. Some other thoughts:

- The HRO market will see a viable middle market solution that can adapt to client demands with minimum cost. The solution will emerge driven by a better underlying IT solution. Right now the choices are awkward for the client and nothing is a direct fit for the markets needs.
- The F&A players will consolidate in a pattern similar to the collapse and re-charge of the HRO market in 2004.
- One or more of the big 6 BPO players will quit the market and revert to their ITO roots.
- Logistics and IT players will begin to look more and more alike. A balance of forward thinking supply chain management and manageable systems that can react to client service customization needs drives logistics.
- IT will be a greater driver in BPO contracts. Firms that rely on cheap labor only will have to rethink their approach to the IT problems.
- Specialization will drive the larger providers to continue to look for pure play acquisitions to finally get a real hold on various BPO segments.

### From the Editor.

Welcome to our current  
issue!

Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.



## Inside with: Ben Trowbridge Managing Partner, Alsbridge

**LJ: Are your clients' expectations on the advantages/expectations of Outsourcing/BPO changing?**

**BT:** BPO have always demanded process specialization as an entry to being a credible provider. The ITO and offshore centric providers continue to claim they can do anything. Clients need to watch that salesmanship does not over power real capabilities.

They now demand more and more process transformation from their providers. The clients now demand the ability to provide truly transformational change which allows them to achieve benefits in the competitive marketplace.



**LJ: What are the most common misconceptions regarding BPO?**

**BT:** It is like IT Outsourcing a pure commodity. Providers and in many cases clients attempt to acquire and provide BPO services with a singular focus on tactical elements of cost and miss the chance to find a new way of getting the job done.

I can demand a custom solution that requires a provider to pay invoices the same way we do it today yet enjoy commodity low cost pricing. IT centric providers have and seem to be in this cycle and willing to endure it to gain market share.

Fix and move or move and fix a process? The debate continues and benchmarking feeds many a bad decision as to what is the right choice.



**LJ: What do you think the impact of the mergers/acquisitions will be on the outsourcing industry?**

**BT:** Several years ago providers saw this problem in the banking industry as one after another of the mega banks merged. Providers and clients both need to reasonably address this issue as the providers begin to consolidate at a rate that could exceed any historical client trends.



**Inside with: Ben Trowbridge  
Managing Partner, Alsbridge**

**LJ: As an advisory firm, what are you top three goals for a client?**

**BT:**

1. Build collaborative win/win relationships that last and work successfully for both our clients and their providers. Toxic arm-twisting contracts that are based on prevailing negotiation attitudes of, stupid vendor; smart customer, will not stand the test of time.
2. Watch the cultural alignment of the vendor and client especially within the team that is managing or delivering on both side of the table post contract. We try and avoid an arms length RFP process except when it is a clear client requirement due to a procurement process.
3. Find the SLAs that matter. Just because you can automate the SLA management process does not mean tracking hundreds of SLAs will have a positive effect. If the process is not managed effectively this will result in higher post-contract management costs that will be ultimately be passed on to the client.

**LJ: What makes Alsbridge different from the other third party advisory firms?**

**BT:** We have and always been an outsourcing and insourcing advisory firm that is comfortable with helping clients lead end-to-end transformation and change programs that are sourcing centric.

Alsbridge provides clients with balanced, objective innovative sourcing solutions based on global experience in building and managing complex BPO, Shared Services and Joint Ventures structures. The merger of ALS and Trowbridge Group brings together our unique strengths in outsourcing and insourcing strategies that enable us to support our clients throughout North America and Europe.



**LJ: You recently merged Trowbridge Group in North America and ALS Consulting in Europe. Any additional information?**

**BT:** The merger was completed on May 16th and the new global company combines expertise in the management of outsourcing and insourcing programs. The Trowbridge Group, is known for its innovative outsourcing deal structures within large-scale business processes and ALS is the largest European based Outsourcing and Insourcing consulting firm with specialized experience within BPO and Shared Services. Together we can provide in-depth industry knowledge and expert advice in both regions with local experienced resources. Scale, depth and breath of service offering that allows Alsbridge to look at the total set of issues and offer a balanced recommendation and un-biased management of the process to drive solution acquisition.



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## Integrated Search Solutions Group



We are a twelve-year-old retainer based executive search firm that has successfully attracted top talent in the areas of Outsourcing (IT, BPO and BPM), Consulting (Strategy & Technology) and traditional IT functions (CIO, CTO, etc). We have worked effectively with major corporations as well as effectively with venture capitalized start-ups. Executive recruiters typically pride themselves in their ability to recruit top executives, irrespective of the industry. Leaders in outsourcing tell us a different story; outsourcers value what we do because we understand their business. Executive search in outsourcing is what we do.

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### Booz Allen Tops in Tech Consulting - Firm Ranks Number One in New Vault Guide

NEW YORK--(BUSINESS WIRE)--June 29, 2005--Career publisher Vault, Inc. ([www.vault.com](http://www.vault.com)) has just released the latest edition of its guide to the world's top technology consulting firms, and Booz Allen Hamilton ranks first overall in prestige.

For the second edition of the Vault Guide to the Top 25 Technology Consulting Firms, hundreds of practicing technology consultants were asked to choose and rank the top 25 tech consulting firms on a scale of 1-10 based on prestige (consultants were unable to rate their own firms). Vault averaged the prestige scores for each firm and ranked the Top 25 in order.

The Vault Guide to the Top 25 Technology Consulting Firms features a profile for each firm that gives readers an insider view of the company. These profiles include information on practice areas, number of employees, revenue, uppers and downers, key competitors and "The Buzz," quotes from people on the inside. Vault also explores each firm's history, special projects, hiring process and workplace culture.

In addition to the top 25, the guide also features "the best of the rest," profiles of 15 other notable technology consulting companies.

The top 10 firms as ranked in the Vault Guide to the Top 25 Technology Consulting Firms are as follows:

1. Booz Allen Hamilton
2. Deloitte Consulting LLP
3. IBM Global Services
4. Accenture
5. BearingPoint
6. Capgemini
7. HP Technology Solutions
8. DiamondCluster International Inc.
9. Telcordia Technologies
10. Keane

*"There's no present. There's only the immediate future and the recent past" ...*

*George Carlin*

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