

## TPI GLOBAL ADVISORY SERVICES

### SOURCING LIFE CYCLE

- Assessments
- Transaction Support/Service Provider Selection
- Transition and Implementation Support
- Service Management & Governance
- Renegotiations

### BUSINESS FUNCTIONS

- Application Development & Maintenance (ADM)
- Contact Center Services
- Finance & Accounting (F&A)
- Financial Services Operations
- Human Resources
- Information Technology (IT) Infrastructure
- Procurement

### SPECIALIZED COMPETENCIES

- Benchmarking
- Business Process Improvement
- Captive Centers
- Change Management
- Financial Analysis
- Offshoring
- Shared Services

## ABOUT TPI

TPI helps organizations with the successful implementation of change to their organization and operating models for business support functions in an increasingly global marketplace. We apply specialized expertise, data and knowledge to help guide clients in finding solutions to their complex questions related to business support function challenges and opportunities.

As the sourcing advisory industry founder, TPI has grown with its clients and is the most informed source of objective expertise to guide you through fundamental change to your business support operations. Today we employ nearly 400 advisors serving clients around the globe. With vast consulting experience in global operations, TPI's roster of senior colleagues appreciates the significance of interconnected economies. We operate across the Americas, EMEA and Asia Pacific.

We measure our own success by our clients' ability to achieve and sustain significant improvements in their business results due to aligned sourcing strategies that stand the test of time. Corporations worldwide choose TPI to evaluate, negotiate, implement and manage their information technology and business process sourcing plans.

## SOLUTIONS-BASED APPROACH

Advising on both sole-source and competitive transactions, TPI works with clients to develop a concise and precise definition of requirements, including statements of work, service level agreements, pricing structure and business terms. Then, we help guide client-selected service provider(s) to develop the best solutions for the clients' needs and create and maintain strong client relationships throughout the entire sourcing life cycle.

## MARKET LEADERSHIP

Our clients' conviction in TPI has helped us maintain our market leadership. Since 1989, we have helped hundreds of clients reach business-driven solutions in more than 2,500 engagements, creating strategies that deliver flexible, successful sourcing solutions — through the best combination of business process improvement, shared services, outsourcing and offshoring.



## HRO SERVICES CREDENTIALS

Human Resources Outsourcing (HRO) has been the fastest growing segment of business process outsourcing (BPO). TPI has assisted more than 220 organizations with more than 600 distinct projects designed to help those organizations assess, implement, and manage sourcing arrangements. We are the largest HR sourcing advisory firm in the world with nearly 40 full-time consulting resources.

TPI's HRO Services are complemented by unique industry data and research that is available in the form of customized client reports from our TPI Prevalence Database. TPI advisors are able to help clients identify how their peers are utilizing outsourcing on a function-by-function basis throughout HR. Data can be analyzed by function, industry, size of employer and geography.

TPI also offers the industry's premier source of comparative pricing data with its Mark-to-Market<sup>SM</sup> (M2M) database. This data can be used to model co-sourcing and outsourcing alternatives without resorting to the time and expense of an RFI or RFP until a reasonable financial assessment of the potential for outsourcing has been performed. Alternatively, the data can be used as the basis of a fair financial renewal of agreements with satisfactory service providers.

Finally, TPI is a thought leader in the development and dissemination of best practices among clients who have implemented HR outsourcing arrangements. As host of the Sourcing Leadership Exchange (SLE), an independent user group of large corporations, TPI funds and facilitates the exchange of data, information, and learnings among large organizations that have adopted shared services or outsourcing strategies.

### TPI HRO SERVICES

- Strategy and Assessments — help clients review and evaluate their alternative HR delivery strategies by comparing and contrasting the relative value of making incremental internal investments against the co-sourcing and outsourcing alternatives available
- Service provider selection — assist with identifying, evaluating and selecting service providers that meet the client's goals and objectives
- Contract Development and Negotiation — provide full contract negotiations services, including contract terms, pricing, service level agreements and consideration of offshore activities
- Implementation Services — provide project oversight of the transfer of administrative services to the outsourcing provider, including oversight of implementation project plans and managing the acceptance testing process
- Change Management — offer a full array of services to ensure the success of organizational transformation by engaging employees and management
- Service Management & Governance Strategies — offer a comprehensive suite of services to assist clients in establishing governance processes, or contract with clients to manage the outsourced relationship on their behalf
- Mark-to-Market Analysis and Renewal Negotiations — work with clients to assess existing relationships and/or to identify their optimal renewal strategy, utilizing our benchmarking analysis tools and proprietary M2M database

### OUR EXPERIENCE AND EXPERTISE

Our advisors are Human Resources industry professionals who bring subject matter expertise to every facet of the sourcing process. They average 15 to 20 years of related experience in the HR outsourcing industry as a buyer, advisor or provider of HR outsourcing services. This expertise, coupled with our project management and methodologies, assures quality, consistency and reliability through each stage of every client engagement.

## DEEP SUBJECT MATTER EXPERTISE

TPI's large HR practice enables us to organize our resources into subject matter specialties and competencies.

A dedicated team focuses exclusively on benefits administration projects, the most common function outsourced by large employers today.

In addition, we provide specialized resources for four other HR processes for which we see increased client interest and provider capability:

- Payroll (both U.S. and global)
- Talent management
- Recruiting and staffing
- Mobility solutions

We have expanded TPI's M2M database to include data for these five specialty areas. We can also support client needs for market benchmarking, strategic assessment, service provider selection, contract negotiations, renewal strategy development and dispute resolution in each of these areas.

TPI's HR experts collaborate with you to assess your current and desired end states and evaluate the global service provider landscape in these areas:

### BENEFITS ADMINISTRATION

- Defined benefit, defined contribution, and health and welfare programs
- Trust, custody, and/or pension payment processing
- Actuarial valuation and consulting
- Non-qualified plans and executive compensation programs
- Stock purchase, stock option and related programs
- COBRA, HIPAA, and FSA administration services
- Absence management

### TALENT MANAGEMENT

- Compensation
- Learning administration including learning technology integration
- Content design and development
- Training delivery
- Service provider management and sourcing
- Performance management and succession planning

### MOBILITY SOLUTIONS

- Domestic relocation
- International assignment administration
- International relocation
- Expatriate tax compliance

### PAYROLL ADMINISTRATION

- Payroll processing
- Tax reporting and filing
- Time and attendance
- Global payroll integration

### RECRUITING AND STAFFING

- Pre-employment screening
- Requisition management
- Applicant tracking
- Candidate sourcing
- Hiring and offer management
- Onboarding
- Contingent/temporary workforce management

## HRO SERVICES

- **Our Mission** — We strive to be trusted advisors for all the sourcing needs of the Human Resources function. We deliver value to our clients by assisting them with sourcing assessments, service provider selections, contracting support, change management support, and provider management services, both domestically and offshore.
- **Transactions Value** — More than 140 transactions valued at nearly US\$6.8 billion
- **Current Engagements** — Average of more than 33 engagements
- **Source of Business** — More than 70% from repeat clients and referrals
- **Offshore** — 20% to 30% of our HR transactions involve an offshore component
- **Advisors** — Nearly 40 advisors averaging 15 to 20 years' experience in relevant HR subject matter domains or as sourcing advisors
- **Financial Modeling** — proprietary modeling tools and databases, including the TPI Prevalence Database and M2MSM database

## LOOKING FOR A STRATEGIC PARTNER?

TPI's Human Resources experts can help you achieve your organizational goals through objective advice, knowledge of your industry and experience with sourcing arrangements from simple to complex.

For more information call **Rosemary Collins**, Partner & Managing Director, CHRO Services North America, TPI, at **+1 703 340 1622** or e-mail **rosemary.collins@tpi.net**. For more information, visit [www.tpi.net](http://www.tpi.net).

### REPRESENTATIVE LIST OF MULTI-FUNCTION HR OUTSOURCING CLIENTS

AT&T	KLA-Tencor
Celestica	Koch Industries
ConAgra Foods	Lanxess
Dana Corporation	Lenovo
Danaher	Michelin
Eaton	New Century Financial
Entergy	Omnicom
GMAC	Quintiles Transnational
Hillenbrand Industries	Retail Ventures, Inc.
Jacobs Engineering	Sears
Knight Ridder	VNU

### OTHER HR OUTSOURCING CLIENT REFERENCES

Allied Waste  
BP  
Chrysler  
Cingular Wireless  
Johnson & Johnson  
Kellogg  
PSEG  
Service Corporation International  
Shell Oil  
Southern California Edison  
Tenet HealthSystem  
Time Warner  
Williams

## ABOUT TPI

TPI, a unit of Information Services Group, Inc. (ISG) (NASDAQ:III, IIIIU, IIIIW), is the founder and innovator of the sourcing advisory industry, and the largest sourcing data and advisory firm in the world. We are expert at a broad range of business support functions and related research methodologies. Utilizing deep functional domain expertise and extensive practical experience, TPI's accomplished industry experts collaborate with organizations to help them advance their business operations through the best combination of business process improvement, shared services, outsourcing and offshoring. In addition, TPI Momentum, a business unit of TPI, provides information and insights to outsourcing and offshoring service providers to help them provide enhanced services to their sourcing clients. For additional information, visit [www.tpi.net](http://www.tpi.net).

For more information about TPI and the sourcing industry, visit [www.tpi.net](http://www.tpi.net)

## To learn how TPI may assist you, please contact:

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