

The 2005 HRO Superstars



Everything in HRO, even the Superstars list, is growing faster than the popularity of SpongeBob SquarePants. Last year's HRO Superstar list was 120 names. This year's grew to 138. Last year's list only cited the names, companies, titles, and accomplishments of the Superstars. This year's list adds a full biography, Superstars' answers to HRO trend questions, and photos (except for a couple reluctant Superstars for whom too few post-childhood pictures exist).

In addition to being bigger, this year's HRO Superstars list is also easier to use. We have limited the categories to four: Buyers, Providers, Advisors (including media pundits), and European Leaders.

But one thing stays the same with the HRO Superstars. We always accompany this list with our ever-popular Mega-Trend Predictions. This year, there are three. And here they are:

One: As of November 2004 (as this issue is going to press) there are 27 Tier 1 (enterprise-level, end-to-end) HRO providers. We predict there will be 24 next year (an 11 percent shrinkage) due to consolidation. This is a natural process—a trend that will take the number of Tier 1 providers down to the mid-teens by 2008.

Two: While the number of providers will be down, the volume of Tier 1 HRO contracts in 2005 will be double (that's two times, 200 percent) that of 2004. Now that the election-year noise is gone, lots of contracts will get signed. Come on in, the water is fine.

Three: If 2004 was the Year of the Middle Market—the year when sub-5,000-employee early-adopter companies started outsourcing major HR and F&A functions—then 2005 is the Year of the Early Majority. You know the Early Majority. The Early Majority is the group to adopt trends right after the Early Adopters. Early Adopters are those who would rather be first than right—they are the pioneers. The Early Majority are less bold. They will buy the second house in a new neighborhood but not clear the trees to build the first house. And we know one thing about Early Majority markets: They get big, quickly. All hail the Year of the Early Majority. Early Adopters can take heart. In the case of HRO, you made the right call.

So now, it is on to the 2005 HRO Superstars list. Our special thanks to our top-secret panel of Superstar advisors (you know who you are—we trust you to keep a secret). Other special thanks to Editorial Assistant Denise Doig for doing a lot of the work to track down photos and bios. All credit (or blame) for inclusion on the 2005 HRO Superstars list is ours here at *HRO Today*. And since the selection process is over for this year, you can now stop those e-mails bribing us with use of your time share in Kalamazoo.

—Jay Whitehead, Publisher

2005 HRO SUPERSTARS

Top HRO STARS

ADVISORS & OPINION LEADERS

Masters of the HRO domain, the 31 sourcing consultants, analysts, legal advisors, and media pundits in this year's list are the gurus of the industry.

SUPERSTAR	ORGANIZATION	TITLE	WHAT MAKES THEM SHINE
Chuck Allen	HR-XML Consortium	Director	Bringing together HR technology one byte at a time
Peter Bendor-Samuel	Everest Group	Founder & CEO	The man who made the outsourcing mountain famous
Michael Beygelman	HROA	Executive Director	Champion of the HRO Association
Bill Bierce	Bierce & Kenerson	Partner	Coxswain of the BPO legal rowing team
Naomi Bloom	Bloom & Wallace	Managing Partner	Most sought-after HR technology consultant

"HRO Superstars are people who not only make a living within this industry but, more importantly, make a major difference to the industry through their work. Whether as founders and leaders of HRO businesses, or as creators and designers of business models and delivery systems, HRO Superstars are moving this industry forward every day. Then there are the folks who invest effectively in HRO, not as a dabble, but as a major commitment. And those who bring buyers and sellers together, not as a side-line, but as their major line of business. And perhaps most important, those who bet their careers, visibly, on making all of this work—improving end-user business outcomes via the strategic use of HRO."— Naomi Boom, Bloom & Wallace

Hillary Clinton	New York State	Senator	Agent provocateur of healthcare reform
J. Ross Docksey	Sonnenschein Nath & Rosenthal	Partner	The velvet hammer of BPO contract negotiation
Mark Dzialga	General Atlantic Partners	General Partner	Early and continuing disciple of the religion of HRO
Philip Fersht	The Yankee Group	Director	New kid on the HRO analyst block with the style to match
Newt Gingrich	Center for Health Transformation	Founder	Most outspoken policy level advocate of consumer driven health care
Tom Greble	Brown Raysman Millstein Felder & Steiner LLP	Partner	General counsel of the HROA, fighting the good fight

"Several characteristics are required to be an HRO Superstar. First, you must be able to see the forest and the trees in any transaction at the same time, and be sure to synchronize the strategic interests of the client and the tactical methods of achieving those interests. Second, it is vital to understand the interests of both sides to the transaction. Unlike litigation, outsourcing transactions must be win win. Third, following through with clients after the outsourcing agreement itself is signed is vital... The contract itself should be the beginning of the process, not the end."— Tom Greble, Brown Raysman

Robert Gunn	Prescient Leaders	North American Managing Partner	Had the prescience to recognize HR consulting's value in HRO
John K. Halvey	Milbank, Tweed, Hadley & McCloy, LLP	Partner, Technology & Outsourcing Group	Wrote the book on BPO (literally)
Larry Heller	Mellon	Director, HR and Investor Solutions	Investing energy in HRO
Mark Hodges	EquaTerra	Strategy & Corporate Development	Visionary leader of lifecycle sourcing concept
Michel Janssen	Everest Group	President, Supplier Solutions	Soft spoken but carries a big client roster
Katherine Jones	Aberdeen Group	Research Director	Mid-market champion of research
James MacDonald	First Analysis Corporation	Managing Director	It all adds up to HRO
Scott Mackesey	Welsh, Carson, Anderson & Stowe	General Partner	Making the biggest bets on HRO
Dennis McGuire	TPI Sourcing Consultants	President & CEO	Standard setter for sourcing consulting
Randall Mehl	Robert W. Baird & Co.	Managing Director	Wall Street's clear-eyed chap on HRO
Susan Meisinger	SHRM	President & CEO	Leader of the world's largest HR organization
Gil Parker	Vales Consulting Group	Director	Heavyweight champion of proposal writing
Paul Sarbanes	State of Maryland	Senator	Author of Sarbanes-Oxley Compliance Law; beloved by many HRO providers
Eva Schmatz	Reference Standards Board; Summus	co-founder Reference Board; President (Summus)	Working to define BPO reference standards
Mimi Wolfe Strouse	UBS Warburg	Managing Director	A true believer in the power of HRO
Richard Tinervin	Tinervin Advisors	Founder & Managing Partner	Founder of Citistreet started Tinervin Advisor consulting
Mark Toon	EquaTerra	Founder & CEO	Operational head of revolutionary lifecycle sourcing concept
Joe Vales	Vales Consulting Group	Founder & Senior Partner	The BPO marketing guru paid the most to be picky
Barry Wiegler	Sourcing Interest Group	Managing Director	Shepherd-in-Chief of BPO thought leaders
Lowell Williams	EquaTerra	HR Practice Leader	Deepest domain expert among a group of deep-domain experts

2005 HRO SUPERSTARS

WHO'S WHO: Advisors



CHUCK ALLEN

Director, HR-XML Consortium

Allen leads the non-profit organization in the development and promotion of a standard suite of XML specifications, and is also President of Structured Methods, an XML standards consulting firm. He was an early advocate of applying standard XML vocabularies to HR management and helped found HR-XML in December 1999. Prior to that, Allen was Director of New Product Development for the RIA Group and worked in similar roles for other major HR publishers such as the Bureau of National Affairs and Warren Gorham Lamont. Allen has a BA from the University of Virginia.



PETER BENDOR-SAMUEL

Founder and Executive Chief Officer, Everest Group

Bendor-Samuel's thought leadership and expertise span more than two decades of developing large-scale outsourcing and partnering solutions. Bendor-Samuel is the recipient of the 2001 Outsourcing World Achievement Award, serves as honorable advisor to the Strategic Outsourcing Council of Japan, and is the author of *Timing Lead Into Gold: The Demystification of Outsourcing*. Before founding Everest Group, Bendor-Samuel was an executive with EDS and founded the outsourcing division of Ernst & Young, LLP. He holds a BA and an MBA from Baylor University.



MICHAEL BEYGELMAN

Executive Director, Human Resources Outsourcing Association (HROA)

Beygelman directs all operating activities and develops content and programming for the HROA. In 2001, he co-founded iamdependent.com, inc., a provider of contractor employment and 1099 compliance solutions, and was the Chairman and CEO. Previously, Beygelman served as COO for Careerbay.com, a recruitment job board, and Cellular Juice, Inc., a power management service for portable electronic devices.



BILL BIERCE

Partner, Bierce & Kenerson

Bierce is an internationally-recognized BPO lawyer based in New York City. He is the founder and a senior lawyer of Bierce & Kenerson, P.C., a corporate and technology law firm. Bierce is also Editor-in-Chief of *Outsourcing Law & Business Journal*™, a monthly e-letter, and www.outsourcing-law.com, the premier Web site for executives and in-house lawyers on outsourcing practices. Bierce graduated from Yale University, University of Grenoble School of Law, and NYU School of Law.



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, whose MBA is from Boston University and BA is from the University of Pennsylvania, received IHRIM's Summit Award in 1995 for her contributions to the industry.



HILLARY CLINTON

Senator, State of New York

Hillary Rodham Clinton is midway through her six-year term and has proven to be a strong advocate for New York. She is working to secure millions in appropriations and draw attention to issues that matter to people throughout New York State. Senator Clinton serves on the Senate Committees for Environment and Public Works; Health, Education, Labor and Pensions. To help displaced workers, Senator Clinton won an extension of Unemployment Insurance. She has called for an additional extension to help displaced New York workers weather the weak job market. She attended Wellesley College and is a 1973 graduate of Yale Law School.



J. ROSS DOCKSEY

Partner, Sonnenschein Nath & Rosenthal

Docksey's practice focuses heavily on corporate transactions, including M&As, the creation of strategic alliances, outsourcing of key business functions, and technology contracting. He also serves as general counsel or principal outside corporate counsel for a number of corporations. He is a frequent speaker at conferences and continuing legal education programs, including programs sponsored by the Practising Law Institute, the Advanced Computer Law Institute, IT Mergers and Acquisitions, the Law Practice Technology Roundtable Insight, and the National Association of Web Managers. He is admitted to the Illinois Bar, and graduate of the United States Military Academy and the University of Minnesota Law School.



MARK DZIALGA

General Partner, General Atlantic Partners, LLC

Dzialga has extensive experience in enterprise software, IT, and BPO. In his capacity as a General Partner, Dzialga is Director of several public and private companies including Exult, Daksh, Multiplan, Creditek, Schaller Anderson, and UPromise. Prior to joining General Atlantic in 1998, he was the Co-Head of the High Technology Mergers Group at Goldman Sachs. Dzialga was with Goldman Sachs from 1990 to 1998 and advised many of the firm's largest technology clients on acquisitions, mergers, divestitures, joint ventures, and restructurings. He graduated from Columbia University Graduate School of Business and has a BS in Accounting from Canisius College.



PHILIP FERSHT

Director, Yankee Group

Fersht's focus is the transport, transformation, automation, and orchestration of business processes and data in business-to-business and supply chain environments. He has more than nine years' experience in IT market analysis and consulting, and extensive experience in the life sciences and pharmaceutical industries. He has appeared on BBC TV News, CNN, and CNBC Asia, and has been interviewed by the *Financial Times*, *The Wall Street Journal*, *BusinessWeek* and other industry publications. He received his BS with Honors in Business Studies and Technology from Coventry University, England, and a Diploma in Business Studies at the Universitaire de Grenoble, France.



NEWT GINGRICH

Founder, Center for Health Transformation

Former Speaker of the House Gingrich collaborates with top leaders in both the public and private sector working together to transform healthcare into a 21st Century intelligent health system characterized by better outcomes at lower costs for all. He recently published a book titled *Saving Lives & Saving Money: Transforming Health and Healthcare*. Gingrich is the Co-Chairman of the National Commission on Long Term Care Quality and serves on the Board of the Juvenile Diabetes Research Foundation, the National Library of Medicine, and the Agency for Healthcare Research and Quality.



TOM C. GREBLE

Partner, Brown Raysman Millstein Felder & Steiner LLP

Greble is admitted to the Bar in New Jersey and New York, and has served as an adjunct professor at Fordham Law School. He taught graduate courses in outsourcing and employment related issues at NYU and has served on the American Bar Association Contingent Workforce Committee. He acts as General Counsel to the New York Staffing Association, the New Jersey Staffing Alliance, and the HROA. During the past 20 years, Greble has represented numerous clients in outsourcing transactions. Greble received his undergraduate degree from Villanova University and his JD from Fordham University School of Law.



ROBERT GUNN

Co-Founder and North American Managing Partner, Prescient Leaders

Before Prescient Leaders, Gunn was the SVP for Exult, Inc. He founded and subsequently sold Gunn Partners, known for its shared-services expertise. Before Gunn Partners, Gunn was a voting partner at AT Kearney where he created administrative practice and launched the first benchmarking studies in the mid to late 1980s. He is on the Board of Directors of Equitant and is an Advisory Board Member of the SBPOA. Gunn has co-authored a book that will be published in early 2005, *On the High Wire: How To Survive Being Promoted*. Gunn is a graduate of Williams College and The Wharton School.



JOHN K. HALVEY

Partner-Technology and Outsourcing Group, Milbank, Tweed, Hadley & McCloy LLP

Halvey practices in all areas of technology law, with particular emphasis on IT, BPO, and venture capital transactions. He has represented companies in many of the largest technology, telecommunications, and BPO transactions, and his work in this area has been the subject of articles in numerous magazines. His latest book, *Business Process Outsourcing Transactions: Process, Strategies and Contracts*, was published in 2000. He is a graduate of Tufts University, Emory University School of Business, and Emory University School of Law.



LARRY HELLER

Director-HR and Investor Solutions, Mellon

Heller is an Enrolled Actuary and graduate of Brown University with 25 years of experience in the design, operation, and communication of company-sponsored retirement plans, particularly defined contribution plans. During his career at Kwasha Lipton and Buck Consultants, both now incorporated into Mellon's HR&IS, Heller spearheaded a variety of training programs, spoke frequently at benefits conventions, and authored numerous articles—all focusing on DC plan administration and its evolution into an outsourced customer service business.



MARK HODGES

Founder and Strategy & Corporate Development, EquaTerra

Hodges is an acknowledged pioneer of BPO and leader in strategy and corporate development. Prior to forming EquaTerra, he established and led TPI's BPO practice in his role as Managing Partner of BPO. Hodges was VP of Strategy & Corporate Development for Exult, the Worldwide Director of Gartner's Dataquest IT Services Vendor Group, and COO of G2 Research, a market research and consulting firm. Hodges is a regular speaker at global BPO industry events. He sits on two industry advisory boards—the HROA and the SBPOA. Mark graduated from the University of California at Berkeley with a BA in Political Economics of Industrial Societies.



MICHEL JANSEN

President Supplier Solutions, Everest Group

During a career spanning almost two decades in outsourcing leadership positions, Janssen 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. Prior to joining Everest Group, Janssen served as a senior member of Gartner's Strategic Sourcing Practice, where he was responsible for developing and implementing service offerings across the various Gartner business units. Janssen also held several management positions at EDS for 12 years.