

2008 Black Book of Outsourcing[®]

Top Human Resources Outsourcing Vendors
Midmarket

Results & Rankings

2008

Top Human Resources Outsourcing Vendors: Midmarket

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Brown-Wilson Group, Inc.
The Black Book of Outsourcing®

Brown-Wilson Group annually evaluates leading global outsourcing service providers across 18 operational excellence key performance indicators completely from the perspective of the client experience. Independent and unbiased from vendors influence, over 400,000 global outsourcing users are invited to participate. Suppliers also encourage their clients to participate to produce current and objective customer service data for buyers, analysts, investors, consultants, competitive suppliers and the media.

For information on hard-copy or electronic reprints of The 2008 State of the Outsourcing Industry Report, please contact the Client Resource Center at +1 727.784.6689 or vijay.j@brown-wilson.com

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Brown-Wilson Group's unrivaled objectivity and credibility is perhaps your greatest assurance. At a time when alliances between major consultancies and suppliers have clouded the landscape, Brown-Wilson Group remains resolutely independent. We have no incentive to recommend specific outsourcing vendors or advisors. Our only allegiance is to help you achieve the results you want with the best possible solution.

The Black Book of Outsourcing: How to Manage the Changes, Challenges and Opportunities, published by John Wiley & Sons Publishers, Inc. is the bestselling management book, available in its second edition in June 2008 in four languages around the world, everywhere books are sold.

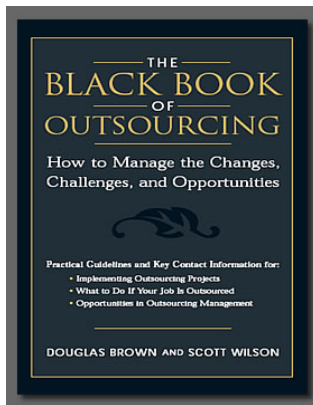
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www.TheBlackBookOfOutsourcing.com

About The Black Book of Outsourcing®

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Available wherever books are sold.



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Individual Key Performance Indicator Detail

Brown-Wilson Group, through The Black Book of Outsourcing, maintains the business perspective that because the outsourcing marketplace is so complex and dynamic, the outsourcing industry is looking for the most valid and premium knowledge. BWG's answer to that need has been to provide continuous supplier data and research that helps buyer executives throughout their process-improvement lifecycle, investors in their due diligence processes, and vendors with a measurement standard set to improve customer services. This report has been developed for the global outsourcing industry with the single purpose to ensure the growth and success of initiatives by clients, users, prospective clients, analysts, venture capitalists and investors, media outlets and press, competitive vendors, subcontractors, service suppliers, supporters and advisors in the evolving outsourcing continuum.

BWG's Investment Philosophy: As a privately held company, Brown-Wilson Group believes that our customers are our primary constituency. A large percentage of every revenue dollar is reinvested back into our independent survey instruments and programs, including additional auditors and analysts, more industry coverage, and extensive unbiased research. Our steady growth over the past 6 years reflects our commitment to investing in our customers and the satisfaction process in the global outsourcing and offshoring industry exclusively.

Introduction

Each year, Brown-Wilson Group and Black Book Research undertakes an annual survey into organization's satisfaction with their outsourcing service providers.

These research results are recognized as the most extensive and representative perception study of outsourcing vendors, validated by over 22,000 respondents from service users around the globe.

Over 140 functions and sectors are investigated to determine "best fit" vendors with industry specifications.

Of these, the Human Resources Industry is ultimately the most complex in needs, client essentials, data demands, regulation, legislation, revenue models, market sizes, geographies, core and non-care functions, and outsourcing niche vendors.

The marketplace results of this comprehensive research study, are used by

- Current HR outsourcing clients to compare other users' experiences with similar and competitive industry vendors in the midmarket space;
- Prospective outsourcing clients to long list vendors in the RFI stages, or contrast final cut vendors in selection stages;
- Investors, venture capital firm, analysts, advisors and bankers in making financing decisions;
- Media and press to recognize HR industry outsourcing trends as collected from client ballots; and
- Most Service Providers to inform their go-to-market strategies, assess their perceived strengths and weaknesses, educate their

staffs, communicate to a wider market, and fine-tune their improvement and marketing position programs.

The end-user groups that participate use the data as a tool to benchmark their own satisfaction compared to that of other Human Resources service providers. It also provides them with the opportunity to understand the perceived strengths and weaknesses of their service providers compared to the market at large.

REPORT DEFINITIONS

MIDMARKET

Organizations with between **3,000 and 15,000 FTEs** (Full-Time Equivalents) and/or companies with between one hundred million **\$100M-\$1B** and one billion dollars in annual revenue.

HUMAN RESOURCES OUTSOURCING

Personnel Management (Employee Records, EEO Reporting, Unemployment Administration, Leave of Absence Management) **Payroll Processing and Management**, Benefits Administration COBRA Administration, Payroll Taxes, **Benefits Administration**, Health and Welfare Benefit Management, **Human Resources Information Systems and IT Management**, and HR Technology.

Summary

In 2008, the Black Book Midmarket Human Resources Outsourcing Client Industry user survey investigates the customer experience of 885 midmarket corporations and organizations globally that outsource human resources functions.

18 Key Performance Indicators (KPIs) or criteria are employed, scored on each respective vendor by client type and ranked on a 0-10 scale per KPI.

Key Findings

▶▶ KEY FINDING: MOST IMPORTANT CUSTOMER SATISFACTION KPIS

Scalability, Client Adaptability, Flexible Pricing and Deployment are the most important attributes influencing **Midmarket Human Resources Outsourcing** satisfaction with their providers.

▶▶ KEY FINDING : HR BUSINESS PROCESS OUTSOURCING VENDOR DISSATISFACTION IS RARE AMONG THE TOP HRO PROVIDERS.

Strong dissatisfaction is uncommon in this niche Technology support sector, occurring in only 2.7% of the top HROs.

US clients are among the most satisfied with comprehensive vendors that deliver, payroll, benefits and personnel services. Strong dissatisfaction with offshore outsourcing vendors was less than 5% of all surveyed clients with 2008 projects.

2008 Midmarket Human Resources Outsourcing Vendor Top Honors

PlatformOne is the highest rated single-vendor preference overall by midmarket HRO clients for 2008 and the number one ranked vendor among all verticals and industries for the third consecutive year.

www.platformone.com

Functional Area Midmarket HRO Subset Top Honors

Personnel Management

PlatformOne

www.platformone.com

Payroll Administration

ADP

www.adp.com

Benefits Administration

Ceridian

www.ceridian.com

HR Technology

PlatformOne

www.platformone.com

Black Book Methodology

How the Data Is Collected

Black Book utilizes a three-step process to collect candid performance data. First, Black Book collects a series of direct evaluations covering 26 performance areas on leadership and senior management, which comprise the scored ranking of the “Black Book 50 Best Managed Vendors”.

Second, Black Book collects ballot results on 18 performance areas of operational excellence to rank vendors by outsourced service lines. Third, the gathered data is subjected immediately to an internal and external audit to verify completeness and accuracy, and to make sure the respondent is valid while ensuring the anonymity of the client company is maintained. During the audit, each data set is reviewed by a Brown-Wilson executive and at least two other people. In this way, our clients are able to clearly see how a vendor is truly performing. The 18 criteria on operational excellence are subdivided by the client's industry, market size, geography and function outsourced and reported accordingly.

Third, Black Book collects ballot results on 20 performance areas of consultation excellence to rank Advisors by outsourced practice outcomes and subjected to the same audit and validation processes.

Last, situational studies are conducted on areas of high interest such as Green Outsourcers, Educational Providers in Outsourcing, Outsourcing Benchmarkers and Boutique Advisors. These specific survey areas range from four to twenty questions or criteria each.

Understanding the Statistical Confidence of Black Book Data

Statistical confidence for each performance rating is based upon the number of organizations scoring the outsourcing service. Black Book identifies data confidence by one of several means:

1. Top Ten ranked vendors and advisors must have a minimum of five unique clients represented. Broad categories require a minimum of ten unique client ballots. Data that is asterisked (*) represents a sample size below required limits and are intended to be used for tracking purposes only, not ranking purposes. Performance data for an asterisked vendor services can vary widely until a larger sample size is achieved. The margin of error can be very large and the reader is responsible for considering the possible current and future variation (margin of error) in the Black Book performance score reported.
2. Vendors and Advisors with over ten unique client votes are eligible for top ten rankings and are assured to have highest confidence and lowest variation. Confidence increases as more organizations report on their outsourcing vendor. Data reported in this form is shown with a 95 percent confidence level (+/- .25, .20 or .15, respectively).
3. Raw numbers include the quantity of completed surveys and the number of unique organizations contributing the data for the survey pool of interest.

Who Participates in the Black Book Ranking Process

Over 420,000 individuals are invited to participate annually (including C officers of the Fortune 2000, Inc 500, institutional members and officers of various professional organizations, subscribers of our media partners and previously validated survey participants). Non-invitation receiving participants must complete a verifiable profile, utilize valid corporate email address and are then included as well. Over 24,000 users were validated in the 2008 ranking process.

The Black Book survey web instrument is open to respondents and new participants each year from early March through mid May at <http://TheBlackBookOfOutsourcing.com>

About The Black Book

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2008 Midmarket Human Resources Outsourcing Final Rankings and Results

885 qualified midmarket respondents ranked 56 Outsourced Human Resources suppliers offering contractual arrangements and processes as part of the Black Book annual survey conducted Q2 2008, via web survey instrument. The Top 20 HRO: Midmarket vendors are ranked in this report.

2008 RANK	MIDMARKET HRO FIRM
1	PLATFORMONE
2	ACCENTURE
3	CERIDIAN
4	ADP
5	ADMINISTAFF
6	ODYSSEY ONESOURCE
7	FIDELITY
8	EXCELLERATE HRO
9	TRINET
10	GEVITY
11	MERCER
12	ADECCO
13	NORTHGATE ARINSO
14	HEWITT
15	NEEYAMO
16	CHECKPOINT HR
17	CONVERGYS
18	HRXCEL
19	COADVANTAGE
20	IBM

HIGHEST ANTICIPATED GROWTH INDUSTRIES FOR OUTSOURCED HUMAN RESOURCES OUTSOURCING NEXT EIGHTEEN MONTHS IN THE MIDMARKET SPACE		
INDUSTRY	CY2009 BUDGETED/ ANTICIPATED BUDGETING HRO INITIATIVES	
	ADD ONS	NEW
ENERGY	66.1%	43.7%
HEALTHCARE	64.5%	54.2%
GOVERNMENT	61.7%	62.8%
BANKING & CAPITAL MARKETS	60.0%	49.5%
TECHNOLOGY	56.4%	19.1%
HOSPITALITY & GAMING	50.6%	62/7%
LOGISTICS & DISTRIBUTION	52.9%	72.4%
EDUCATION	51.6%	43.1%

Raw Score Compilation and Scale of Reference

Evaluating Midmarket Human Resources Outsourcing Vendors by Black Book Criteria:
 Individual vendors can be examined by specific indicators on each of the main functions of HRO as well as grouped and summarized subsets. Detail of each subset is contained so that each HRO vendor may be analyzed by function and as an End-to-End Human Resources Process services collectively.

◀ 0.00 – 5.89 ▶	◀ 5.90 – 7.32 ▶	◀ 7.33 – 8.70 ▶	◀ 8.71 – 10.00 ▶
<p>DEAL-BREAKING DISSATISFACTION</p> <p>DOES NOT MEET EXPECTATIONS</p> <p>CAN NOT RECOMMEND VENDOR</p> <p><u>Scores Worse Than 66% of HROs</u> Poor performances reported, Potential or likely contract termination pending. Definite area for renegotiation and vendor improvement.</p>	<p>NEUTRAL</p> <p>MEETS/DOES NOT MEET EXPECTATIONS INCONSISTENTLY</p> <p>WOULD NOT LIKELY RECOMMEND VENDOR</p> <p><u>Better Than Half (50%) Of HROs</u> Cautionary performance scores, Areas of improvement required.</p>	<p>SATISFACTORY</p> <p>MEETS EXPECTATIONS</p> <p>RECOMMENDS VENDOR</p> <p><u>Better than 67% of HROs</u> Well scored vendor which has middle of the pack results or better.</p>	<p>OVERWHELMING SATISFACTION</p> <p>EXCEEDS EXPECTATIONS</p> <p>HIGHLY RECOMMENDED VENDOR</p> <p><u>Scores Better than 90% of Human Resources Outsourcing Vendors .</u> Green Coded Vendors have received constantly highest client satisfaction scores.</p>

COMPREHENSIVE HRO VENDORS: MIDMARKET		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	MEAN
1	PLATFORMONE	9.47	9.19	9.36	9.31	9.33	9.69	9.10	9.21	9.30	9.72	9.45	9.49	9.61	9.55	9.30	9.15	9.42	9.53	9.40
2	ACCENTURE	9.07	9.45	9.41	9.26	9.43	8.88	9.00	9.29	9.48	8.68	9.13	8.81	9.46	9.32	9.02	8.77	9.37	9.28	9.17
3	CERIDIAN	9.29	9.55	8.97	8.90	8.81	8.96	8.74	8.60	9.10	9.19	8.65	9.21	8.69	8.63	9.15	9.07	9.02	8.70	8.95
4	ADP	8.92	8.59	8.95	9.10	8.99	9.35	8.81	9.34	9.08	8.75	8.43	8.91	8.81	9.12	8.00	8.45	7.83	8.68	8.78
5	ADMINISTAFF	8.66	9.21	8.64	8.72	8.61	9.33	8.55	7.98	8.86	8.03	8.72	9.27	9.20	7.87	8.56	9.01	9.13	9.00	8.74
6	ODYSSEY ONESOURCE	9.02	8.99	8.42	8.50	8.39	9.11	8.33	8.80	7.98	9.33	8.50	9.05	8.98	8.52	8.34	8.79	8.41	8.66	8.67
7	FIDELITY	8.32	8.65	8.90	8.80	9.22	9.08	9.03	8.14	8.92	8.83	8.09	7.75	8.92	8.41	8.11	8.10	7.65	8.70	8.53
8	EXCELLERATE HRO	8.21	8.08	7.77	8.80	8.81	8.76	7.25	8.93	7.96	8.35	8.24	8.95	8.79	9.02	8.36	8.89	8.80	8.54	8.47
9	TRINET	8.55	8.87	8.21	8.40	9.17	7.26	8.80	7.43	9.00	8.35	8.69	7.23	8.38	8.72	7.75	8.02	8.94	8.37	8.34
10	GEVITY	8.30	9.15	7.40	7.49	8.98	8.70	7.96	9.11	7.96	8.84	7.68	9.30	8.37	7.29	8.23	7.76	8.75	8.34	8.31
11	MERCER	8.32	8.62	7.32	8.84	8.20	7.14	7.77	8.28	6.94	8.33	8.21	7.63	8.09	7.57	8.35	7.62	8.21	8.08	7.97
12	ADECCO	7.84	8.99	8.65	8.24	7.17	9.04	7.96	8.12	8.15	7.00	7.58	8.27	6.18	6.73	8.35	8.24	9.30	7.22	7.95
13	NORTHGATE ARINSO	8.12	7.47	7.25	7.13	7.43	7.64	8.40	8.16	7.53	7.63	7.94	7.75	9.22	7.95	7.50	7.81	8.63	7.70	7.85
14	HEWITT	7.80	8.20	8.19	8.30	7.20	7.47	7.80	8.47	8.38	6.19	9.13	8.16	8.37	7.53	7.98	6.65	6.89	7.50	7.79
15	NEEYAMO	6.54	7.43	7.92	8.10	8.18	6.44	7.99	7.64	7.82	8.18	8.22	7.72	8.15	6.53	8.11	7.30	7.77	8.04	7.67
16	CHECKPOINT HR	8.19	8.04	8.39	8.10	7.74	6.57	6.84	7.67	8.22	7.84	7.22	7.50	9.06	7.65	6.65	6.26	7.29	7.48	7.59
17	CONVERGYS	7.67	6.38	7.74	6.09	6.88	7.44	6.04	6.70	7.13	7.79	6.88	8.26	8.63	7.58	8.21	6.98	7.59	7.72	7.32
18	HRXCEL	7.78	7.28	6.84	6.71	6.22	5.90	5.81	7.15	6.34	6.55	8.04	6.68	6.23	8.27	5.93	7.15	7.00	7.43	6.85
19	COADVANTAGE	7.80	8.20	5.60	5.83	4.77	6.51	6.18	6.00	5.82	5.63	7.00	5.74	6.33	6.91	4.87	8.74	8.39	7.16	6.53
20	IBM	8.26	6.19	5.53	6.10	5.34	6.93	7.77	6.74	6.24	6.87	5.58	5.49	6.28	6.99	6.25	5.63	7.62	6.97	6.49

TOP SCORE PER INDIVIDUAL CRITERIA

(Q) #	Criteria	MIDMARKET HRO VENDOR	Overall Rank
1	Vendor Overall Preference /Vertical Industry Recommendations	PLATFORMONE	1
2	Innovation	CERIDIAN	3
3	Training	ACCENTURE	2
4	Client Relationships and Cultural Fit	PLATFORMONE	1
5	Trust	ACCENTURE	3
6	Breadth of Offerings, Client Types, Delivery Excellence	PLATFORMONE	1
7	Deployment and Outsourcing Implementation	FIDELITY	7
8	Customization	ADP	4
9	Integration and Interfaces	ACCENTURE	2
10	Scalability, Client Adaptability, Flexible Pricing	PLATFORMONE	1
11	Compensation and Employee Performance	PLATFORMONE	1
12	Reliability	PLATFORMONE	1
13	Brand Image and Marketing Communications	PLATFORMONE	1
14	Marginal Value Adds	PLATFORMONE	1
15	Viability	CERIDIAN	3
16	Data Security and Backup Services	CERIDIAN	3
17	Support and Customer Care	PLATFORMONE	1
18	Best of Breed Technology and Process Improvement	PLATFORMONE	1

OUTSOURCED HUMAN RESOURCES: MIDMARKET RESULTS: SCORING KEY

OVERALL RANK

This rank references the Final Position of all 18 criteria averaged by the mean score collectively. This vendor ranked 5th of the 20 competitors.



Q" ___"

Refers to the number of the QUESTION...or CRITERIA surveyed. This is the sixth question of the 18 criteria. In this criteria, Midmarket HRO ranked first.



Midmarket HRO Company

Name of Outsourcing Vendor



BENEFIT ADMINISTRATION



HR TECHNOLOGY



OVERALL FINAL RANK	Q6	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
5	1	WORLD HRO SERVICES INC.	8.30	7.44	6.89	9.58	7.98

Criteria Rank

The actual rank of the top twenty vendors positioned by only this particular criteria or question. This vendor ranked 1st of the 20 competitor qualified vendors

PERSONNEL MANAGEMENT

This subset (one-fourth of the total HRO Vendor Mean at the end of this row, includes all buyers and users who indicate they contract with each respective vendor HRO Process Solutions specific to their enterprise as a distinct outsourced function. Scores are based on the 0 (Deal-Breaking Dissatisfaction) to 10 (Overwhelming Client Satisfaction) and 1/4 of full HRO Mean.

PAYROLL SERVICES

MIDMARKET HRO MEAN

Congruent with the Criteria Rank, the MEAN is a calculation of all four subsets of HRO functions surveyed. As a final ranking reference, it includes all vertical industries and geographies in the Midmarket.

1. Vendor Overall Preference/Vertical Industry Recommendations - Vendor Overall Preference/Recommendation
 (Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. Is the client likely to recommend the vendor for an outsourcing engagement for midmarket Human Resources Outsourcing initiatives and management to other outsourced HR buyers?)

OVERALL FINAL RANK	Q1	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.79	9.31	9.68	9.12	9.47
3	2	CERIDIAN	9.46	9.33	9.44	8.92	9.29
2	3	ACCENTURE	8.77	9.44	8.49	9.59	9.07
6	4	ODYSSEY ONESOURCE	9.22	9.36	8.48	9.03	9.02
4	5	ADP	9.37	9.04	8.27	8.99	8.92
5	6	ADMINISTAFF	9.23	7.89	8.76	8.76	8.66
9	7	TRINET	8.97	8.94	8.03	8.24	8.55
7	8	FIDELITY	8.54	7.19	8.91	8.65	8.32
11	9	MERCER	9.02	8.53	7.33	8.41	8.32
10	10	GEVITY	9.04	7.28	8.15	8.71	8.30

2. Innovation - Customers are also continuing to push the envelope for further enhancements to which the midmarket HR process outsourcing vendor is responsive. HRO clients also believe that their vendors' technology is helping them compete more effectively, generate larger revenues and profits, and cut their overhead in ways that were difficult or impossible to accomplish before outsourced HR technology was introduced.

OVERALL FINAL RANK	Q2	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
3	1	CERIDIAN	9.57	9.76	9.04	9.82	9.55
2	2	ACCENTURE	9.70	9.64	8.95	9.51	9.45
5	3	ADMINISTAFF	8.97	9.40	9.24	9.15	9.21
1	4	PLATFORMONE	9.00	9.02	9.80	8.94	9.19
10	5	GEVITY	8.94	9.49	9.14	9.02	9.15
12	6	ADECCO	9.13	9.18	8.47	9.17	8.99
6	7	ODYSSEY ONESOURCE	9.28	9.24	8.10	9.33	8.99
9	8	TRINET	8.97	8.99	8.84	8.69	8.87
7	9	FIDELITY	9.33	8.64	7.73	8.91	8.65
11	10	MERCER	9.09	8.96	7.56	8.85	8.62

3. Training - Outsourcing leadership provides significant and meaningful training opportunities for employees and client staff. Leadership strives to develop technology staff, customer service and consultant employees in particular.

OVERALL FINAL RANK	Q3	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
	2						
1	2	PLATFORMONE	9.43	9.00	9.67	8.83	9.36
3	3	CERIDIAN	9.02	9.32	8.27	9.28	8.97
4	4	ADP	9.40	8.77	8.14	9.47	8.95
7	5	FIDELITY	8.94	9.46	8.00	9.21	8.90
12	6	ADECCO	9.15	9.10	7.83	8.51	8.65
5	7	ADMINISTAFF	8.87	8.93	9.19	7.57	8.64
6	8	ODYSSEY ONESOURCE	8.68	8.85	8.16	8.00	8.42
16	9	CHECKPOINT HR	9.10	8.50	8.30	7.65	8.39
9	10	Kelly HR	8.74	8.61	7.64	7.83	8.21

4. Client Relationships - Outsourcing leadership honors customer relationships highly. The relationship with the HRO vendor elevates the customer reputation. Improving customer efficiency and effectiveness is a priority of the supplier. Governance of engagement is neither complex for buyer nor does it require vendor management attention regularly. There is no regular transparency or quality issue.

OVERALL FINAL RANK	Q4	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.48	9.57	9.61	8.99	9.31
2	2	ACCENTURE	9.58	9.63	9.00	9.23	9.26
4	3	ADP	9.11	8.83	8.54	9.38	9.10
3	4	CERIDIAN	8.75	9.34	7.97	9.73	8.90
11	5	MERCER	9.04	9.10	8.33	9.14	8.84
7	6	FIDELITY	8.97	9.55	7.82	8.25	8.80
8	7	EXCELLERATE HRO	8.72	8.80	8.42	8.63	8.80
5	8	ADMINISTAFF	8.27	8.99	8.26	8.17	8.72
6	9	ODYSSEY ONESOURCE	9.61	9.07	7.74	7.18	8.50
9	10	TRINET	7.75	8.64	8.90	7.53	8.40

5. Trust, Accountability and Transparency -Trust in enterprise reputation is important human resources outsourcing services clients, as well as prospects. Client possesses an understanding that their outsourcing organization has the people, processes, and resources to effectively deliver the desired business results, based on its HRO industry reputation and past performance.

OVERALL FINAL RANK	Q5	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
2	1	ACCENTURE	9.61	9.47	9.03	9.60	9.43
1	2	PLATFORMONE	9.45	9.31	9.60	8.94	9.33
7	3	FIDELITY	9.43	9.02	9.00	9.43	9.22
9	4	TRINET	9.73	8.98	8.76	9.19	9.17
4	5	ADP	8.70	9.50	8.41	9.36	8.99
10	6	GEVITY	9.22	9.15	8.34	9.22	8.98
3	7	CERIDIAN	9.37	9.00	7.02	9.84	8.81
8	8	EXCELLERATE HRO	8.75	8.76	8.37	9.36	8.81
5	9	ADMINISTAFF	9.39	9.12	7.79	8.13	8.61
6	10	ODYSSEY ONESOURCE	8.27	9.04	8.07	8.18	8.39

6. Breadth of Offerings, Client Types, Delivery Excellence - Industry recognized horizontal functionality and vertical Industry applications to manage bundled human resources services. Vendor routinely drives Operational Performance improvements and results in the areas they affect, as evidenced in the midmarket client space.

OVERALL FINAL RANK	Q6	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.74	9.84	9.89	9.28	9.69
4	2	ADP	9.17	9.80	9.00	9.43	9.35
5	3	ADMINISTAFF	9.46	9.44	9.04	9.39	9.33
6	4	ODYSSEY ONESOURCE	9.36	9.53	8.43	9.10	9.11
7	5	FIDELITY	9.18	9.36	8.89	8.90	9.08
12	6	ADECCO	9.57	9.48	8.50	8.62	9.04
3	7	CERIDIAN	9.64	9.49	7.04	9.86	8.96
2	8	ACCENTURE	9.18	9.05	8.47	8.82	8.88
8	9	EXCELLERATE HRO	8.90	8.67	8.19	9.28	8.76
10	10	GEVITY	9.02	9.15	7.95	8.69	8.70

7. Deployment and Outsourcing Implementation - Faster Deployments – HR solutions eliminate the excessive buyer supervision over vendor implementations. There is a minimized need for consultant management of deployments due to highly astute vendor staff. Human Resources services vendor overcomes implementation obstacles and challenges effectively. Technical, organizational, and cultural implementation obstacles are handled professionally and timely. Implementation time exceeds expectations.

OVERALL FINAL RANK	Q7	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
7	1	FIDELITY	9.48	9.75	8.70	8.47	9.10
1	2	PLATFORMONE	9.47	9.31	9.65	7.98	9.09
2	3	ACCENTURE	9.17	9.14	8.62	9.08	9.00
4	4	ADP	8.97	8.79	8.27	9.20	8.81
9	5	TRINET	8.80	9.24	8.14	8.94	8.78
3	6	CERIDIAN	9.40	8.64	7.12	9.78	8.74
5	7	ADMINISTAFF	8.89	9.35	7.93	8.02	8.55
13	8	NORTHGATE ARINSO	8.67	8.91	6.94	9.09	8.40
6	9	ODYSSEY ONESOURCE	9.36	9.19	7.05	7.77	8.33
15	10	NEEYAMO	8.37	8.73	6.85	8.00	7.99

8. Customization – HR Outsourcing products and process services are customized to meet the unique needs of specific client purpose, processes and models of the midmarket. Little resistance to changing performance measurements clients’ needs vary.

OVERALL FINAL RANK	Q8	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
4	1	ADP	9.37	9.55	9.18	9.24	9.34
2	2	ACCENTURE	9.69	9.68	8.74	9.06	9.29
1	3	PLATFORMONE	9.50	9.20	9.40	8.74	9.21
10	4	GEVITY	9.14	9.37	8.96	8.98	9.11
8	5	EXCELLERATE HRO	9.17	9.25	8.33	8.96	8.93
6	6	ODYSSEY ONESOURCE	9.44	9.13	8.14	8.50	8.80
3	7	CERIDIAN	9.00	8.81	6.85	9.72	8.60
14	8	HEWITT	8.57	8.74	7.96	8.59	8.47
11	9	MERCER	9.08	8.83	7.22	7.97	8.28
13	10	NORTHGATE ARINSO	8.15	8.97	7.48	8.04	8.16

9. Integration and Interfaces – Managed human resources services Vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing backend systems. Seamless interfaces to legacy applications are performed as required for optimal functioning. Human integration and interface activities are administered precisely. Cross-industry HRO services expertise is evidenced by execution and orchestration of multiple transaction and purchasing products, midmarket services and systems.

OVERALL FINAL RANK	Q9	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
2	1	ACCENTURE	9.60	9.67	9.04	9.62	9.48
1	2	PLATFORMONE	9.15	9.70	9.46	8.87	9.30
3	3	CERIDIAN	8.99	9.00	8.58	9.81	9.10
4	4	ADP	9.24	9.20	8.87	9.00	9.08
9	5	TRINET	9.00	9.11	8.88	9.01	9.00
7	6	FIDELITY	9.49	9.33	8.07	8.78	8.92
5	7	ADMINISTAFF	8.96	9.44	8.19	8.84	8.86
14	8	HEWITT	9.14	8.48	7.80	8.11	8.38
16	9	CHECKPOINT HR	8.74	8.30	8.05	7.78	8.22
12	10	ADECCO	8.11	8.60	7.53	8.35	8.15

10. Scalability, Client Adaptability, Flexible Pricing – Outsourced Software Solutions vendor provides flexible outsourcing pricing, allowing client to choose and pay for the precise functionality and services needed. Invested in significant infrastructure and have the ability to provide services to enterprise organizations. IT products and services meet the changing and varied needs midmarket human resources customer.

OVERALL FINAL RANK	Q10	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.87	9.75	9.77	9.49	9.72
6	2	ODYSSEY ONESOURCE	9.45	9.40	9.03	9.43	9.33
3	3	CERIDIAN	9.02	9.34	8.57	9.81	9.19
10	4	GEVITY	9.29	8.77	8.05	9.04	8.84
7	5	FIDELITY	8.97	9.52	8.28	8.56	8.83
4	6	ADP	8.94	8.90	8.43	8.72	8.75
2	7	ACCENTURE	9.13	9.22	7.55	8.82	8.68
9	8	TRINET	8.55	9.11	7.57	8.18	8.35
8	9	EXCELLERATE HRO	8.97	8.56	7.80	8.07	8.35
11	10	MERCER	8.92	8.86	7.88	7.65	8.33

11. Compensation and Employee Performance – Human Resources outsourcing vendor is focused on building and developing a strong employee team of producers. Employees act like owners/leaders. Company is moving towards leveraged pay at all levels. Implications of the “contractor mentality” are minimized. Vendor is using effective tools to tie performance metrics to compensation policy and compensating top leaders. Human capital performance is maximized to deliver highly effective personnel, payroll and benefit administration outcomes.

OVERALL FINAL RANK	Q11	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.69	9.52	9.58	9.00	9.45
14	2	HEWITT	9.41	9.17	8.87	9.05	9.13
2	3	ACCENTURE	9.28	9.62	8.65	8.97	9.13
5	4	ADMINISTAFF	9.00	9.20	8.53	8.14	8.72
9	5	TRINET	8.89	8.60	8.40	8.87	8.69
3	6	CERIDIAN	9.01	8.47	7.43	9.67	8.65
6	7	ODYSSEY ONESOURCE	9.26	9.17	7.76	7.79	8.50
4	8	ADP	8.65	9.01	7.34	8.70	8.43
8	9	EXCELLERATE HRO	8.76	8.50	7.84	7.86	8.24
15	10	NEEYAMO	8.58	8.54	8.05	7.70	8.22

12. Reliability – Outsourced HR supplier meets agreed terms as evidenced by routine, acceptable HRO service level reporting and industry expectations. Depth and breadth of applications/solutions are acceptable in meeting client needs. Online reliability is maximized and outages/downtimes are minimized. Solid product and outsourcing service capacities are demonstrated consistently. Service levels are consistently met as agreed. Services and support response is maximized by HR vendor team.

OVERALL FINAL RANK	Q12	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.50	9.64	9.78	9.05	9.49
10	2	GEVITY	9.22	9.72	9.00	9.24	9.30
5	3	ADMINISTAFF	9.25	9.80	8.90	9.12	9.27
3	4	CERIDIAN	9.01	9.04	8.95	9.84	9.21
6	5	ODYSSEY ONESOURCE	9.38	9.45	9.03	8.34	9.05
8	6	EXCELLERATE HRO	8.78	9.22	8.68	9.11	8.95
4	7	ADP	9.34	9.04	8.61	8.64	8.91
2	8	ACCENTURE	8.67	9.49	8.30	8.78	8.81
12	9	ADECCO	8.93	8.76	7.52	7.85	8.27
17	10	CONVERGYS	8.08	8.73	8.02	8.20	8.26

13. Brand Image and Marketing Communications - The midmarket HR outsourcing vendor's sales and marketing processes accurately and appropriately represent service deliverables. Image is consistent with top HRO rankings. Sales presentations and proposals delivered upon and corporate integrity/honesty in marketing and business development are highly valued. Company image and integrity are values upheld top-down consistently. Maintains high image and reputation and a high level of relevant client communications.

OVERALL FINAL RANK	Q13	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.86	9.54	9.78	9.25	9.61
2	2	ACCENTURE	9.68	9.77	9.30	9.09	9.46
13	3	NORTHGATE ARINSO	9.27	9.40	8.88	9.32	9.22
5	4	ADMINISTAFF	9.15	9.75	8.59	9.30	9.20
16	5	CHECKPOINT HR	9.14	9.34	8.87	8.90	9.06
6	6	ODYSSEY ONESOURCE	9.43	9.49	8.36	8.65	8.98
7	7	FIDELITY	9.00	9.19	8.54	8.95	8.92
4	8	ADP	9.35	8.90	8.17	8.80	8.81
8	9	EXCELLERATE HRO	8.94	8.87	7.94	9.39	8.79
3	10	CERIDIAN	8.24	9.13	7.63	9.76	8.69

14. Marginal Value Adds – Outsourced Human Resources vendor’s cost savings are realized as generally estimated, and not over positioned or over/underestimated in ways that effect major client satisfaction or costs. Savings expectations such as decreases in customer HR support staff are realized. Buyer’s HR services costs are reduced significantly. Vendor offers value-adds as a cross-industry outsourcing partner in cost savings HR management initiatives and creative programs through bundled services outsourcing. Provides true business transformation opportunities to buyer.

OVERALL FINAL RANK	Q14	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.53	9.60	9.83	9.24	9.55
2	2	ACCENTURE	9.67	9.27	9.00	9.33	9.32
4	3	ADP	9.65	9.73	8.68	8.40	9.12
8	4	EXCELLERATE HRO	8.97	9.46	8.75	8.88	9.02
9	5	TRINET	8.85	8.90	8.11	9.00	8.72
3	6	CERIDIAN	8.86	8.05	7.86	9.75	8.63
6	7	ODYSSEY ONESOURCE	9.44	9.10	7.84	7.70	8.52
7	8	FIDELITY	8.15	8.87	8.34	8.28	8.41
18	9	HRXCEL	7.78	8.84	8.04	8.42	8.27
13	10	NORTHGATE ARINSO	8.02	8.66	7.96	7.15	7.95

15. Viability – Vendor’s viability, employee turnover, financial stability, and/or cultural mismatches do not threaten relationship. This outsourcing vendor takes extraordinary efforts to avoid relationship problems among service providers and the client as well. Senior management and board exemplify strong leadership principals to steward resources appropriately to that impact midmarket buyers in particular.

OVERALL FINAL RANK	Q15	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
3	1	CERIDIAN	9.07	9.29	9.02	9.85	9.31
1	2	PLATFORMONE	9.33	9.17	9.64	9.05	9.30
2	3	ACCENTURE	9.12	8.93	8.78	9.24	9.02
5	4	ADMINISTAFF	9.14	9.03	8.02	8.06	8.56
8	5	EXCELLERATE HRO	8.45	8.70	7.89	8.40	8.36
11	6	MERCER	9.00	8.09	7.74	8.57	8.35
12	7	ADECCO	8.68	8.55	7.76	8.40	8.35
6	8	ODYSSEY ONESOURCE	8.50	7.73	8.70	8.41	8.34
10	9	GEVITY	8.54	8.22	7.84	8.32	8.23
17	10	CONVERGYS	7.98	9.14	7.45	8.25	8.21

16. Data Security and Backup Services – In order to provide a secure and constantly dependable HR services offerings, the outsourcing vendor has to provide the highest level of security and data back-up services. In some cases, you may find their service in these two areas superior to the security and back-up system in your own firm/corporation.

OVERALL FINAL RANK	Q16	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
3	1	CERIDIAN	9.01	9.41	8.40	9.81	9.16
1	2	PLATFORMONE	9.24	9.05	9.75	8.56	9.15
5	3	ADMINISTAFF	9.44	9.45	8.43	8.71	9.01
8	4	EXCELLERATE HRO	9.32	9.18	8.33	8.72	8.89
6	5	ODYSSEY ONESOURCE	8.49	9.65	9.28	7.75	8.79
2	6	ACCENTURE	8.80	8.98	9.12	8.19	8.77
19	7	COADVANTAGE	8.74	8.95	9.25	8.00	8.74
4	8	ADP	8.54	8.37	8.64	8.24	8.45
12	9	ADECCO	8.66	7.54	8.05	8.72	8.24
7	10	FIDELITY	7.76	8.04	7.67	8.92	8.10

17. Support and Customer Care – Midmarket Human Resources vendor leadership provides an adequate amount of onsite administration and support to clients. There exists a formal outsourcing relationship and account management program that meets client needs among suppliers for the customer. Vendor evidences successful management strategies of HR process and design products, and services. Media and clients reference this vendor as a top performing services leader and extraordinary producer correctly. Customer services and relationship satisfaction is manifested through significant flagship clients as well as smaller and newest customers similarly.

OVERALL FINAL RANK	Q17	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.39	9.32	9.84	9.11	9.42
2	2	ACCENTURE	9.43	9.45	9.02	9.58	9.37
12	3	ADECCO	9.67	9.48	9.11	8.93	9.30
5	4	ADMINISTAFF	9.16	9.29	9.04	9.04	9.13
3	5	CERIDIAN	8.85	8.77	8.64	9.80	9.02
9	6	TRINET	8.90	9.38	8.75	8.74	8.94
8	7	EXCELLERATE HRO	8.73	9.15	8.50	8.78	8.79
10	8	GEVITY	8.83	9.18	8.32	8.68	8.75
13	9	NORTHGATE ARINSO	9.08	9.11	8.17	8.17	8.63
6	10	ODYSSEY ONESOURCE	9.31	8.76	7.93	7.64	8.41

18. Best of Breed Technology and Process Improvement – Midmarket human resources outsourcing technology services management are considered best in breed. Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and creative initiatives. Enterprise HRO...Midmarket services are delivered at or above current/former in-house service levels.

OVERALL FINAL RANK	Q18	Midmarket HRO	PERSONNEL MANAGEMENT	PAYROLL SERVICES	BENEFIT MANAGEMENT	HR TECHNOLOGY	MEAN
	Criteria Rank						
1	1	PLATFORMONE	9.22	9.66	9.70	9.54	9.53
2	2	ACCENTURE	9.41	9.55	9.03	9.12	9.28
5	3	ADMINISTAFF	9.00	9.01	8.72	9.26	9.00
3	4	CERIDIAN	8.58	8.19	8.23	9.78	8.70
7	5	FIDELITY	9.12	9.25	7.89	8.55	8.70
4	6	ADP	8.52	8.51	8.69	9.00	8.68
6	7	ODYSSEY ONESOURCE	9.33	9.06	8.14	8.10	8.66
8	8	EXCELLERATE HRO	8.77	8.88	7.97	8.55	8.54
9	9	TRINET	9.01	8.64	8.77	7.04	8.37
10	10	GEVITY	8.59	8.32	7.33	9.13	8.34

The Outsourcing Management Institute sanctions the annual process by authorizing and endorsing specific quantifiable and qualifiable criteria that objectively judge outsourcing leadership impact and organizational operational excellence as result of managerial control. Bringing true value to outsourcing buyers, job seekers and vendors, Outsourcings Best Managed top fifty ranked vendors, recognized globally as the "Black Book 50" is differentiated from similar judged rankings by not being based on any subjective criteria.

Nearly 5,000 global and regional outsourcing providers of various service offerings were graded and analyzed by actual customers, employees, contractors and partners to arrive at the 50 Best Managed Outsourcing Vendors in 2008, the fifth year of the survey process. Recognized as the only unbiased resource for Outsourcing Buyers, Investors and Competitive vendors, it was first included in the initial release of "The Black Book of Outsourcing" in April 2005, (Wiley Publishers), now the internationally best-selling business book, translated into five languages and available in audio book as well. The Black Book was completely updated for 2009 and now available wherever books are sold.



The purpose of annual updating the list is to provide objective analysis and non-biased advisement to outsourcing buyers and investors.



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