

— THE —
BLACK BOOK
— OF —
OUTSOURCING
—



2006

**TOP HRO: MIDMARKET
OUTSOURCING VENDORS
RANKINGS and RESULTS**

2006

TOP HRO: MIDMARKET
OUTSOURCING VENDORS



THE BLACK BOOK OF OUTSOURCING



TOP HRO: MIDMARKET OUTSOURCING VENDORS

2006 RANK	COMPANY
1	PLATFORM ONE
2	TRINET
3	ADVANTEC
4	CONVERGYS
5	CHECKPOINT HR
6	ACCENTURE HR
7	HRXCEL
8	CERIDIAN
9	GEVITY
10	ADP

HRO MIDMARKET OUTSOURCING VENDORS

(Alphabetical Order)

Accenture HR	Genesys
Accolo	Gevity
ACS	Headway
Adecco	Hewitt
ADP	HR Advantage
Advantec	HRXCEL
AON	Hudson
ARINSO	IBM
Black Mountain	Icon
Caliber Point Hexaware	Mercer
Capgemini	Nipuna
Ceridian	Northgate HR
Checkpoint HR	Outsource Group
CoAdVantage	Personec
Convergys	Pinstripe
Core3	PlatformOne
DDC HRO	RSM McGladrey
Decision HR	Sutherland
Doherty HR	TALX
Empagio	Tricore
Ernst & Young	TriNet
Excellerate HRO	Valiant
Fidelity HR	Watson Wyatt
	XChanging



2006

INDUSTRY/NICHE SPECIFIC
SET OF EIGHTEEN INDICATORS
AUDITED SUMMARY RESULTS

TOP HRO: MIDMARKET
OUTSOURCING VENDORS



TOP\ HRO: MIDMARKET OUTSOURCING VENDORS

Company	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	Mean
PLATFORM ONE	9.38	9.02	8.39	8.85	9.38	8.37	9.44	9.37	9.04	9.19	9.07	8.79	9.44	8.89	9.34	9.06	9.47	9.66	9.12
TRINET	9.08	9.13	8.60	9.24	9.35	8.88	8.38	9.10	8.99	9.06	9.11	9.29	8.37	8.44	8.73	8.87	8.76	8.75	8.90
ADVANTEC	9.26	9.46	9.49	8.33	9.21	8.93	8.80	8.19	7.83	8.24	8.48	9.22	9.42	8.19	9.17	8.90	8.20	8.91	8.79
CONVERGYS	8.99	8.88	8.53	8.52	8.80	9.05	9.00	9.27	9.28	7.88	8.20	7.94	9.33	8.57	8.87	8.33	8.35	9.13	8.72
CHECKPOINT HR	8.78	8.40	8.91	8.49	8.27	8.05	8.34	8.40	9.13	9.05	8.71	9.09	8.62	8.64	8.77	8.43	9.00	8.73	8.66
ACCENTURE HR	8.71	8.94	8.22	8.27	8.74	9.25	9.12	7.89	8.42	8.35	8.39	8.01	9.02	9.13	8.69	7.77	8.39	8.84	8.56
HRXCEL	8.93	8.46	7.98	8.09	7.84	9.22	8.45	7.37	8.27	7.94	8.03	7.34	7.90	8.22	9.30	7.99	8.73	8.25	8.24
CERIDIAN	8.96	8.25	8.93	7.80	7.39	8.47	8.50	8.66	7.58	7.07	8.69	8.92	7.88	7.68	8.49	7.39	8.48	9.04	8.23
GEVITY	8.14	8.11	8.48	6.92	8.05	8.33	7.76	7.03	9.03	7.68	7.39	7.89	8.54	9.00	7.28	8.98	8.46	7.24	8.02
ADP	7.89	7.35	7.18	6.43	7.19	8.55	7.90	8.45	6.84	7.01	8.25	8.15	7.86	6.84	6.70	8.21	7.59	8.42	7.60

1. Vendor Overall Preference/Recommendation (Organizational structure meets the needs of stakeholders or customers and stakeholder satisfaction is the most important priority. Client is most likely to recommend the vendor for an outsourcing engagement. The vendor also has the expertise to select the appropriate technology for building robust products by using well-defined methodologies making it the highest recommended product process outsourcing firm).

Company	1
PLATFORM ONE	9.38
ADVANTEC	9.26
TRINET	9.08
CONVERGYS	8.99
CERIDIAN	8.96
HRXCEL	8.93
CHECKPOINT HR	8.78
ACCENTURE HR	8.71
GEVITY	8.14
ADP	7.89

2. Innovation (Customers are also continuing to push the envelope for further enhancements to which the vendor is responsive. Clients also believe that their product services 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 the introduction of outsourcing. Innovation is passed along to the client in the form of lower costs, faster response plus offer all the additional value added services that outsourcing can deliver.

Company	2
ADVANTEC	9.46
TRINET	9.13
PLATFORM ONE	9.02
ACCENTURE HR	8.94
CONVERGYS	8.88
HRXCEL	8.46
CHECKPOINT HR	8.40
CERIDIAN	8.25
GEVITY	8.11
ADP	7.35

3. Training (Outsourcing leadership provides significant and meaningful training opportunities for employees and client. The team of trained staff members is evidenced through utilization of a multitude of tools, services and methods to develop solutions that meet the clients' needs. Top training programs allow staff to quickly identify new functionalities that satisfy the needs of customers and incorporating them into existing products)

Company	3
ADVANTEC	9.49
CERIDIAN	8.93
CHECKPOINT HR	8.91
TRINET	8.60
CONVERGYS	8.53
GEVITY	8.48
PLATFORM ONE	8.39
ACCENTURE HR	8.22
HRXCEL	7.98
ADP	7.18

4. Client Relationships (Outsourcing leadership honors customer relationships highly. The relationship with the outsourcing vendor elevates the customer's reputation. Improving customer profitability is a priority of the supplier. Governance of engagement is neither complex for buyer nor does it require vendor management attention regularly. There are no regular transparency, quality or delivery issues that threaten the relationship. Market leadership today depends on quality relationships, ingenuity and getting your products to market faster than your competitors. Delivering superior quality and increasing productivity are also imperative to stay on top of your game. In such a scenario, having a partner in your product development process who understands your needs and has the technology and domain skills, can go a long way in ensuring market success. Your vendor relationship is imperative to this success.)

Company	4
TRINET	9.24
PLATFORM ONE	8.85
CONVERGYS	8.52
CHECKPOINT HR	8.49
ADVANTEC	8.33
ACCENTURE HR	8.27
HRXCEL	8.09
CERIDIAN	7.80
GEVITY	6.92
ADP	6.43

5. Trust (Trust in enterprise reputation is important to clients as well as prospective clients. Product development clients possess an understanding that their outsourcing organization has the people, processes, and resources to effectively deliver the desired business results, based on its industry reputation and past performance. Product process outsourcing vendor delivers trustworthy, scalable, measurable recruitment solutions that generate a consistently competitive advantage for our customers. Vendor has developed in-house Quality Manuals and Coding Standards that are followed by their developers at each stage of the project.

Company	5
PLATFORM ONE	9.38
TRINET	9.35
ADVANTEC	9.21
CONVERGYS	8.80
ACCENTURE HR	8.74
CHECKPOINT HR	8.27
GEVITY	8.05
HRXCEL	7.84
CERIDIAN	7.39
ADP	7.19

6. Breadth of Offerings, Client Types, Delivery Excellence (Industry recognized horizontal functionality in recruitment and multiple vertical Industry applications to manage services. Vendor routinely drives Operational Performance improvements and results through recruitment processing. The scope of services, depending upon client requirements, may include but not limited to Product Development, Product Advancement, Product Enhancement, Product Migration, Product Re-engineering, Product testing, Product adaptation, Product Maintenance.

Company	6
ACCENTURE HR	9.25
HRXCEL	9.22
CONVERGYS	9.05
ADVANTEC	8.93
TRINET	8.88
ADP	8.55
CERIDIAN	8.47
PLATFORM ONE	8.37
GEVITY	8.33
CHECKPOINT HR	8.05

II. PRODUCT AND SERVICE

7. Deployment and Outsourcing Implementation (Faster and Easier Deployment –solutions eliminate the excessive buyer governance over vendor implementations. Vendor overcomes implementation obstacles and challenges effectively. Technical, organizational, and cultural implementation obstacles are handled professionally and timely.

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Company	7
PLATFORM ONE	9.44
ACCENTURE HR	9.12
CONVERGYS	9.00
ADVANTEC	8.80
CERIDIAN	8.50
HRXCEL	8.45
TRINET	8.38
CHECKPOINT HR	8.34
ADP	7.90
GEVITY	7.76

8. Customization (Product service outsourcing services are customized to meet the unique needs of specific client business missions and models. Product services help clients to define, develop, integrate, implement and maintain custom end-to-end Product Lifecycle Management (PLM) best practices. Product process solutions are developed around specific business needs and industry challenges using a two-pronged approach -- consultative and technology-driven.

Company	8
PLATFORM ONE	9.37
CONVERGYS	9.27
TRINET	9.10
CERIDIAN	8.66
ADP	8.45
CHECKPOINT HR	8.40
ADVANTEC	8.19
ACCENTURE HR	7.89
HRXCEL	7.37
GEVITY	7.03

9. Integration and Interfaces (Vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing corporate backend systems. Seamless interfaces to legacy applications. Human integration and interface activities are administered precisely. Product Life Cycle Management and Development expertise is evidenced by execution and orchestration of multiple products, services and systems successfully.)

Company	9
CONVERGYS	9.28
CHECKPOINT HR	9.13
PLATFORM ONE	9.04
GEVITY	9.03
TRINET	8.99
ACCENTURE HR	8.42
HRXCEL	8.27
ADVANTEC	7.83
CERIDIAN	7.58
ADP	6.84

10. Scalability, Client Adaptability, Flexible Pricing - (Product outsourcing vendor provides flexible pricing, allowing you to choose and pay for the functionality and services you need. Invested in significant infrastructure and have the ability to provide services to enterprise organizations. Does product fit business model of customer easily? Scalability of services means true flexibility to user size. Product process services have scaled with customer over time.)

Company	10
PLATFORM ONE	9.19
TRINET	9.06
CHECKPOINT HR	9.05
ACCENTURE HR	8.35
ADVANTEC	8.24
HRXCEL	7.94
CONVERGYS	7.88
GEVITY	7.68
CERIDIAN	7.07
ADP	7.01

11. Compensation and Employee Performance (Outsourcing Vendor is focused on building and developing a strong employee team of producers. Vendors' employees and consultants act like owners. 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, functional leaders and employees.)

Company	11
TRINET	9.11
PLATFORM ONE	9.07
CHECKPOINT HR	8.71
CERIDIAN	8.69
ADVANTEC	8.48
ACCENTURE HR	8.39
ADP	8.25
CONVERGYS	8.20
HRXCEL	8.03
GEVITY	7.39

12. Reliability (Product Process and Development Outsourcing supplier meets agreed terms as evidenced by routine, acceptable service level reporting. Depth and breadth of applications/solutions are acceptable in meeting client needs. Online and access reliability is maximized and outages are minimized. Solid product and outsourcing service capacities are demonstrated consistently.)

Company	12
TRINET	9.29
ADVANTEC	9.22
CHECKPOINT HR	9.09
CERIDIAN	8.92
PLATFORM ONE	8.79
ADP	8.15
ACCENTURE HR	8.01
CONVERGYS	7.94
GEVITY	7.89
HRXCEL	7.34

III. COMPANY

13. Brand Image (Sales and marketing processes accurately and appropriately represent service deliverables. Image is consistent with Product Process Services Rankings, Sales presentations and proposals delivered upon and corporate integrity/honesty in marketing and business development is highly valued. Deliverables match expectations as presented.)

Company	13
PLATFORM ONE	9.44
ADVANTEC	9.42
CONVERGYS	9.33
ACCENTURE HR	9.02
CHECKPOINT HR	8.62
GEVITY	8.54
TRINET	8.37
HRXCEL	7.90
CERIDIAN	7.88
ADP	7.86

14. Marginal Value Adds (Vendor's cost savings are realized, and not questioned or overestimated. Vendor offers value-adds as a outsourcing partner in cost savings initiatives and creative programs through bundled product process outsourcing management expertise. Reduced time to market: With extensive capabilities and resources at the vendor's disposal, offers a broad range of product design services at short notice, reducing your time to market; Reduced product cost: Vendor's product design services suit clients onshore or offshore requirements and make your product economically attractive. Enhanced Innovation: While vendor handles a large part of the "well proven" product module, client can keep your resources focused on enhanced high-end innovations. Product Support: Vendor provides ongoing product support by understanding your business focus and aligning your product with customer expectations. Product Quality: Vendor product design services apply stringent quality control measures, which ensure high levels of quality in all our product designs. Maximum Returns: In bridging the gap between product conceptualization and product development, vendor product design services offers client an unparalleled advantage in maximizing returns. Flexibility & De-risking: Vendor product design services involve low-risk, low management methods, which have the flexibility to scale-up or scale-down the needs of capabilities, capacity and innovation.)

Company	14
ACCENTURE HR	9.13
GEVITY	9.00
PLATFORM ONE	8.89
CHECKPOINT HR	8.64
CONVERGYS	8.57
TRINET	8.44
HRXCEL	8.22
ADVANTEC	8.19
CERIDIAN	7.68
ADP	6.84

15. Viability (Vendor's viability, employee turnover or cultural mismatches do not threaten relationship. This Product development and outsourcing vendor takes extraordinary efforts to avoid relationship problems among service providers and the client as well. Vendor is financial stable and management mentoring and long term growth is palpable.)

Company	15
PLATFORM ONE	9.34
HRXCEL	9.30
ADVANTEC	9.17
CONVERGYS	8.87
CHECKPOINT HR	8.77
TRINET	8.73
ACCENTURE HR	8.69
CERIDIAN	8.49
GEVITY	7.28
ADP	6.70

16. Data Security and Backup Services – (In order to provide a secure and reliable service offering, the product process 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 organization.)

Company	16
PLATFORM ONE	9.06
GEVITY	8.98
ADVANTEC	8.90
TRINET	8.87
CHECKPOINT HR	8.43
CONVERGYS	8.33
ADP	8.21
HRXCEL	7.99
ACCENTURE HR	7.77
CERIDIAN	7.39

17. Support and Customer Care (Product Development and Outsourcing leadership provides an adequate amount of account management and support to clients. There exists a formal outsourcing relationship and account management program that meets client needs.. Vendor evidences successful management strategies of Product Process services and lifecycle . Low need for internal support or governance due to contributions of outsourcing vendor).

Company	17
PLATFORM ONE	9.47
CHECKPOINT HR	9.00
TRINET	8.76
HRXCEL	8.73
CERIDIAN	8.48
GEVITY	8.46
ACCENTURE HR	8.39
CONVERGYS	8.35
ADVANTEC	8.20
ADP	7.59

18. Best of Breed Technology and Process Improvement Outsourcing Vendor and related bundled product lifecycle management practices are considered best in breed and elevates customers via technology and innovative initiatives. Driving Process Performance Improvement, Consultative practices keenly identify core business processes and identify non-value adding required activities within core business processes, costs outsourced processes accurately, shares examples of process measurements beyond SLAs, Links process performance to the operational reporting, Links process and operational performance to the functional reporting for client. Client expectations are met. Depth of experience, scalable capabilities, technology proficiency and proven methodologies make this Outsourcing vendor and product partner the choice for leading organizations.

Company	18
PLATFORM ONE	9.66
CONVERGYS	9.13
CERIDIAN	9.04
ADVANTEC	8.91
ACCENTURE HR	8.84
TRINET	8.75
CHECKPOINT HR	8.73
ADP	8.42
HRXCEL	8.25
GEVITY	7.24

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 50 is differentiated from similar judged rankings by not being based on any subjective criteria. Nearly 900 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. Recognized as the Consumer Reports for Outsourcing Buyers, first included in the initial release of The Black Book of Outsourcing in April 2005, (Wiley Publishers, 2005, the internationally best-selling business book on the industry).

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



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