

EMRG's 7th ANNUAL BPO CONFERENCE

Sheraton Hotel, London, June 21st, 2007

GLOBAL SOURCING: Right Sourcing/Right Shoring

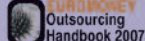
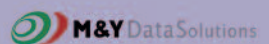


Researched & organised by:



Emerging Markets
Research Group Ltd

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Global Sourcing: Right Sourcing/Right Shoring

08.15 - 09.15 - REGISTRATION & COFFEE

09.15 - 09.30

CHAIRMEN'S WELCOME

BALLROOM



David Beaney
Former Director,
Commercial Services



Amit Badami
Founder & Director



09.30 - 10.50

GLOBAL SOURCING OF SERVICES IN THE 21ST CENTURY - THE 4 KEY DRIVERS:

BALLROOM



Banesh Prabhu
Head of International
Operations, Global
Consumer Bank



Mark Payne
Director,
Business Process
Excellence



Business Process
Excellence

Business Process
Innovation

Business Process
Transformation

Business Process
Improvement



Andy Higbed
Head of Resourcing



Rajiv Dey
Senior Vice
President &
Head of Business
Development



As companies strive to do more with less, they need to become more innovative in their thinking, more creative with their technology and foster a culture of continuous improvement. This session will examine through a raft of practical examples how global sourcing has helped corporations transform, excel, improve and innovate

- The coming integration of BPO with ITO and the resultant quantum jump in productivity
- Efficiency & productivity improvements through process re-design, re-engineering, automation & optimisation
- The 4 key enablers: simplification, standardisation, integration & modularisation
- Outsourcing for improved product development & revenue generation
- Building the knowledge continuum: people management, training, recruitment

11.00 - 11.30 COFFEE BREAK & NETWORKING

18.00 - 20.00

BOAT TRIP & NETWORKING

Join us on the William B for food and drinks and network with fellow delegates and speakers on a trip down the River Thames. Embarkation and disembarkation pier: Westminster (behind Westminster underground station)



FOR MORE DETAILS, VISIT OUR WEBSITE: WWW.EMRGIND.COM

11.20 - 1.00 BACK OFFICE STREAM A (F&A/TRANSACTION PROCESSING)

Chair: **Nigel Roxburgh**
Co-founder, NOA



11.20 - 11.30

XIAN: AN EMERGING LOCATION FOR BPO IN CHINA

**Mr Li Tangtang**

Vice Governor
Shaanxi Province
People's Republic of China



11.30 - 12.00

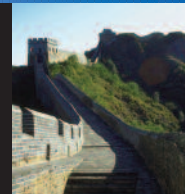
CHINA: AN EMERGING LOCATION FOR TRANSACTION PROCESSING

COUNTRY FOCUS: CHINA

**Dr. Philip Hadcroft**

General Manager, Strategy
& International Operations,
HPA (A division of Kodak)

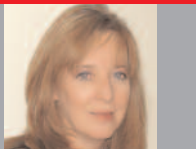
- China's emerging role within a globally outsourced F & A function
- What processes have been outsourced to date
- Cross cultural issues: managing the "sweet & the sour"
- Chinese government policy & its impact on BPO
- Infrastructure, work ethic, language, data protection & management skills



12.00 - 12.25

NEARSHORING: CREATING A MULTI-LINGUAL/MULTI-FUNCTIONAL BACK OFFICE

COUNTRY FOCUS: BULGARIA

**Judith Coufal**

Executive Director



Building a global delivery platform was critical in servicing the varied and multi-lingual requirements of OPI's international client base. Clarence describes OPI's journey in setting up a nearshore delivery centre and the impact on it's clients' business processes

- Building an end-to-end outsourced finance function
- Delivery of F & A services in 9 languages
- Moving up the F & A value chain & managing more complex back office processes
- Process selection: Nearshore versus Offshore - what should go where?
- Sub 0.6%: constructing a path to a world class finance function



12.25 - 12.50

THE NEXT NIRVANA: MOVING FROM SHARED SERVICES TO A 3RD PARTY OFFSHORE MODEL

COUNTRY FOCUS: INDIA

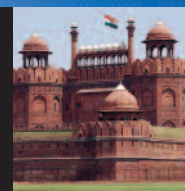
**Sameer Jalundhwala**

Head of Governance &
Global Processes



Orange's outsourcing journey covered the entire gamut of outsourcing models, from in-house to Shared Service Centre to 3rd party SSC and finally to 3rd party offshore. Sameer will take us through this journey and comment on:

- Process migration, transition management, quality control and governance issues
- How to measure, monitor, price and structure a win-win F & A deal
- Identifying and managing the "hidden costs"
- Best practices & lessons learnt from the "front line"



12.50 - 1.00 - Q & A

1.00 - 2.00 - LUNCH

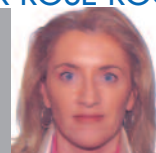
WORKSHOP 2 - 22nd June

KPO (KNOWLEDGE PROCESS
OUTSOURCING) 2nd DAY

Outsourcing of higher value added services:
Engineering Services, Legal Process Outsourcing,
Corporate analytics.

11.20 - 1.00 CUSTOMER CONTACT STREAM B

Chair: Kyra Morrison
Business Development Director



11.20 - 11.50

GLOBAL SOURCING: BUILDING A WORLD-CLASS CUSTOMER CENTRIC BUSINESS

FOCUS: GLOBAL



Manish Sahai
Vice President (SNP)
Customer Service
International



As one of the pioneers of global sourcing, American Express has outsourced and offshored globally. Manish will highlight the challenges and strategies to improve the relative cost and quality positions of the Service Network Partners for Customer Service International. Marcus will showcase the successes of a growing partnership between Arvato and American Express with specific emphasis on Germany and Austria.

- Managing a broad and growing partner network - challenges and lessons learnt
- Creating an execution focused strategic framework for partner management - improving supplier cost & quality positions
- Building a successful partnership based on joint targets and measurement categories
- An analysis of KPI's and SLA's
- The Future: Stable and profitable growth through continuous improvement of customer satisfaction



Markus Lessing
Vice President



11.50 - 12.20

SMART SHORING: MANAGING QUALITY & CULTURE TO DRIVE EXCEPTIONAL CUSTOMER SERVICE

REGIONAL FOCUS: PAN-EUROPEAN



Harry Lammersen
Vice President
(Quality & Training)



Stream has successfully implemented its Smart Shoresm concept many times in the USA, UK/Ireland & India, France & Tunis. The same methods and procedures for Germany & Poland provided unexpected challenges. Harry will outline how Stream dealt with them and will cover:

- Quality assurance: building consistency of customer experience across a globally distributed workforce
- Managing the trade-offs between cost reduction and managing the cultural fit
- Instilling uniform brand values across the whole Smart Shore workforce
- German/Polish case: "The cultural collision" & bridging the cultural gap



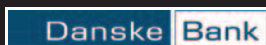
12.20 - 12.45

DRIVING OPERATIONAL & CUSTOMER SERVICE EXCELLENCE

COUNTRY FOCUS: NORTHERN IRELAND

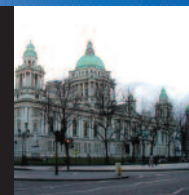


Jennifer Adrain
Senior Operations
Manager
Northern Bank



Danske, Denmark's largest bank migrated all its UK based customer contact services into a central hub in Northern Ireland. Why was NI selected, what processes are being handled and what have been the results to date

- Character, culture, commitment & their impact on customer service
- Fostering a culture of continuous improvement
- The emerging paradigm: technology shifts and the adoption of new contact channels by customers
- Results to date



14.00 - 17.15 AFTERNOON SESSION

Chair: Tim Cummins
President/CEO



14.00 - 15.30

STREAM A

BALLROOM

NEW & EMERGING GLOBAL OUTSOURCING LOCATIONS



MALTA

Darren Searle
Chief Operating Officer



BARBADOS

Joel Alleyne
Chairman & CEO



CHINA

Yan Xu
Managing Director



As traditional global outsourcing hubs begin to suffer rising wage inflation and staff attrition, a new breed of more specialised locations are emerging to meet the global BPO challenge. This session will explore the capabilities of each location through short case studies, a panel session, followed by Q & A.

14.00 - 15.30

STREAM B

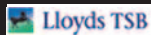
TUDOR ROSE ROOM

HR OUTSOURCING - TRANSFORMING THE HR FUNCTION THROUGH GLOBAL SOURCING



Bernard O'Driscoll

Group HR Services
Director



Paul Knowles

Engagement
Director



Roger Murphy

Client Director
& Former Group
Financial Controller, BT



- HR Transformation - Case studies on how a blend of onshore, nearshore and offshore resources have helped corporates transform their HR & Payroll functions

- What's been outsourced and offshored, results to date
- Data protection & compliance issues
- The Next Wave - Recruitment Process Outsourcing

15.30 - 16.00 AFTERNOON TEA BREAK

16.00 - 17.15

BUILDING THE "DNA" OF SUCCESSFUL GLOBAL SERVICES DELIVERY

BALLROOM



Mark Varley

Head of Outsourcing



Mark O'Connor

Partner



Adrian Biggs

Head Of Offshoring Programs



Gareth Lewis

Chief Information Officer



As companies globalise and seek to source services from the best possible location they inevitably come across several hurdles. What have been these hurdles, how have they been jumped, what lessons have been learnt. This session looks at organisational, people, process, legal, risk and governance issues.

- Incentivising the supplier through a partnership approach - new & innovative pricing models
- The conundrum of the retained organisation & creation of the most optimal organisational structure
- Multi-sourcing / multi-shoring: risk identification & mitigation, value maximisation

- Hybridisation: different governance models (JV, BOT, third party, Captive), & process selection
- Contract termination & transition, building contingencies & exit strategies
- Global Sourcing & The Future
- Creating a robust compliance structure

17.15 - 17.20

**WRAP UP & PRIZE DRAW
WIN A TRIP TO MALTA/CHINA**

Win a trip to Malta and meet with suppliers of high value added services in ICT, and enjoy your holiday of course.

Photo supplied courtesy of Malta Tourism Authority

China and the City of Xian, the home of the Terracotta Army. Visit the Xian Software Park and meet with chinese IT and BPO companies during your visit.

SPEAKER BIO-NOTES



DAVID BEANEY
FORMER COMMERCIAL SERVICES DIRECTOR,
BP



David started working for BP in 1977 and held a variety of commercial roles before becoming the global head of planning and strategy for BP's refining and marketing businesses in 1991. In 1993 David moved into IT management as the Head of Information Systems (CIO) for BP's refining businesses globally. In this and subsequent IT management roles David led, managed and renegotiated many of BP's largest IT outsourcing deals and became a leading member of BP's Outsourcing Network providing internal advice on outsourcing across all supporting services (accountancy, HR etc). David's final role before retiring was Director, Commercial Services responsible for all BP's IT negotiations and contracts – a portfolio of \$1.2 billion of 3rd party spend. David retired from BP in mid 2005 and has set up an independent Outsourcing Consultancy which is providing assistance to clients with the initial outsourcing transaction and the subsequent contract management challenges.



AMIT BADAMI
FOUNDER & DIRECTOR,
EMRG LTD



Amit has 15 years experience in the Financial Services, Research and Consultancy business in the UK, Europe, India and SE Asia. He spent 6 years with Citigroup and Cargill Inc in internal audit, operations and research roles. He started EMRG in 1998 and has conducted marketing, strategy and research assignments globally. He organises the Annual Global Sourcing conference (running since 2000), an event attended to date by over 1,900 delegates. An additional 9,000 others have contacted EMRG during the last 7 years.

Amit is the author of numerous reports and articles on outsourcing and offshoring and editor of the widely acclaimed BPO Offshore Journal, he has an intimate knowledge of the global BPO sector. A principal contributor to the Department of Trade & Industry's India desk's publications for 4 years and a frequent visitor to India where he has spent over 8 years. An advisor to the governor's of several Chinese provinces, board member SBPOA (Shared Services & Business Process Outsourcing Association), he has an MIM from AGSIM (Thunderbird), Arizona, USA, BSc, Bombay, India, SFA (UK).



MARK PAYNE
DIRECTOR & GLOBAL STRATEGY LEADER,
HONEYWELL



Mark has worked for Honeywell since 1999. Initially he was responsible for establishing their UK Financial Shared Service Center of 150 employees. He then added European responsibility to this role and managed various projects that off-shored European Finance operations into centers in Mexico, India and China.

In 2005 Mark integrated Novar's Shared Services and Corporate Finance activities following Honeywell's \$1bn acquisition of Novar plc. Since the start of 2006 he has taken on responsibility for developing and overseeing the implementation of Honeywell's Travel & Expense Strategy and policies. This includes rolling out web-based T&E software to over 50,000 users, with a central audit team based in Bangalore. He also manages Honeywell's Corporate Card relationship. With over 40,000 cards across more than 40 countries, American Express is a key partner for Honeywell, and Mark is currently aiming to launch an Amex local currency card in China for Honeywell's growing employee base there.

Mark is a Chartered Management Accountant with a BSc Honors degree in Accountancy and Statistics. Prior to working for Honeywell he worked for GEC Alstom, British Aerospace and ICI in various Controllership roles. He is married with 3 children and is based near London, UK.



citibank

BANESH PRABHU
INTERNATIONAL OPERATIONS HEAD, GLOBAL CONSUMER GROUP
CITIGROUP

Banesh Prabhu is the Global Operations Director for International Consumer business for Citigroup. He is now responsible for implementing and developing the global operations and servicing strategy for around 55 countries for the international consumer business in 5 regions – Asia, EMEA, LATAM, Mexico and Japan. The international Consumer business has around 70 million customers and handles 350 Million calls and several billion transactions annually. Prior to this, he was the Global Operations Director for International Cards from 2002 - 2005 and prior to that the Operations & Technology Director for Central and Eastern Europe, Middle East, Africa and the Indian sub-continent for the Global Consumer Bank from 1997-2001. Prior to this, between 1988-1996 he was the Operations & Systems Director in India and pioneered the setup of operations and technology services for Citigroup incountry and internationally.

He has also been the Quality Director for EMEA and one of Citigroups earliest Black Belts focused against achieving Six-Sigma processes and customer satisfaction and loyalty.

He has during his years in Citibank developed and implemented an operations and technology strategy to deliver all retail banking, consumer finance & Card products and services across channels. This has included extensive global outsourcing and offshoring for various services across the world

Banesh is a Chartered Accountant, a Bachelor of General Law and a Bachelor of Commerce and prior to Citibank worked for several years with American Express and a leading international audit and consulting company.



ANDY HIGBED
HEAD OF RESOURCING OPERATIONS, BT

Andy Higbed is Head of Resourcing Operations at Openreach, a BT Group business, where he has responsibility for supplier management and performance management activities. He has over 25 years of experience within the UK telecommunications market.



Over the past 5 years Andy has created many operating frameworks with 3rd Party suppliers in India, where he helped plan the migration of various back office functions to selected suppliers. Andy is a highly experienced outsourcing manager with hands on contractual, transition and in-life management experience as part of the current and future off-shoring programmes.



RAJIV DEO
SENIOR VICE PRESIDENT & HEAD OF BUSINESS DEVELOPMENT,
NIIT SMARTSERVE LTD

Rajiv's experience in the BPO/ Call centre business spans both Offshore operations and Business Development in the UK and he has worked across a wide range of verticals including Financial Services, Insurance, Direct Marketing and Telecoms. He has extensive international experience in Sales, Marketing, Delivery and General management across many industries. Prior to his current role he set up the Operations and Business Development for a new Call center operation in India.



Rajiv joined NIIT soon after its BPO business was set up and has played a major role in building the UK business which currently accounts for a significant part of the BPO/Call Centre revenues. Projects currently running at NIIT Smartserve include Closed books Life insurance Processing, FSA Regulatory Compliance, Consumer Lifestyle surveys, B2B Directory cleanse, Telesales, Airline ticketing and customer service, Finance and Accounting.

Having worked extensively in both India and the UK, Rajiv has a strong understanding of the fundamental issues involved in Offshoring to India and has proactively worked with UK companies to leverage the cost and quality potential that India has to offer Western Companies.



NIGEL ROXBURGH
FOUNDING DIRECTOR, NATIONAL OUTSOURCING ASSOCIATION

Nigel Roxburgh is an active in industry affairs through his role as founding director of the National Outsourcing Association (NOA). The NOA is the main UK trade body for organisations that buy, sell or support significant business process or IT outsourcing services. It is focused on promoting and sharing best practice in outsourcing. Its membership is comprised of UK and international companies involved in outsourcing.



Celebrating its 20th anniversary this year, the organisation represents well over 200 corporate members, and is on track to double membership by the year's end.

Roxburgh has deep industry experience. He made his foray into the outsourcing arena in the late 1980s when as a business development executive at Data Logic he identified network outsourcing as the next wave of market opportunity. He then moved on to

Granada and Dixons to leverage this niche, driving a new business as divisional head, and managing the first of a new brand of outsourcing deals from the end-user side. This mix of strategic and operational experience has allowed Nigel to evolve in line with the growing outsourcing marketplace, specifically moving into BPO during his time at Xansa. There he helped his end-user clients craft and implement innovative outsourcing deals, as well as spearheading transitions, transformations and troubleshooting for his employer.

Roxburgh joined Accenture in 2006 to develop best practice business process outsourcing deals for Accenture Finance Solutions, an Accenture business that provides finance and accounting services to businesses and governments on an outsourced basis. Accenture, the global management consulting, technology services and outsourcing company has over 150k employees, is based in circa 50 countries, and has a BPO capability deliverable in around 30 languages.

Roxburgh was awarded a first class B.Sc. (Hons) degree and PhD from Manchester University's Science Faculty.



Mr. LI TANGTANG
VICE GOVERNOR, SHAANXI PROVINCE,
PEOPLE'S REPUBLIC OF CHINA

Mr. Li Tangtang has worked on many government positions including Deputy Mayor of Baoji City, Mayor of Xian Yang City, Director General, Government of Shaanxi Province and Congressman. Mr. Li Tangtang is currently Vice Governor of the Governor of Shaanxi Province now. He holds bachelor and EMBA degrees.



DR. PHILIP HADCROFT
M. STRAT. MKTG. (DIST), PHD, FASI, FAMI, FAIM, CPM.
GENERAL MANAGER, STRATEGY AND INTERNATIONAL OPERATIONS
HPA (A DIVISION OF KODAK)

Dr. Philip Hadcroft is the General Manager of Strategy and International Operations for HPA, in Sydney, where he is responsible for setting the direction for one of Australia's leading outsourced business process service providers, and a subsidiary of the Eastman Kodak Company.

Phil has worked in outsourced business services for the last 20 years, predominantly in Australia and Asia, but with projects extending to Britain, India and the United States. He has visited China 15 times within the last three years, to conduct research, to run strategy planning workshops, to speak at conferences and to audit companies for compliance with data protection laws. In October 2006 he was appointed as the official BPO strategy advisor to the Heilongjiang Provincial government.

Phil has a particular interest in BPO – having earned both a Masters' Degree and a PhD in BPO. He has advised *onshore* BPO service companies in Britain, China, Israel, Japan, New Zealand, Singapore, Thailand, and USA. He has also mentored the start-up of an Australian-Chinese offshore service provider, and provided strategic advice to *offshore* service providers in China and the Philippines.





YAN XU
FOUNDER & DIRECTOR, M & Y DATA



Yan Xu is a joint founder and Director of Operations for M&Y Data Solutions, a leading BPO company in Australia, China and the UK. M&Y Data Solutions specialise in offshore data capture services and document scanning for customers from a variety of industries including Banking, Insurance, Finance & Accounting, and government, etc.

With the foundation of M&Y in 2001, Yan stepped into the BPO industry bringing with him an understanding and benefit gained from both a mixed western and Chinese education and dual culture background. With his co-founder Matthew Cule he has led the company to achieve a strong and rapid growth in a short time. The M&Y Group now has four scanning and data processing centers in China and four Sales/Marketing branches separately in Sydney, London, Hong Kong and Harbin (Northern China). In the meantime, Yan Xu has become closely involved with China's evolving role in the global economy, especially in the development of China's burgeoning BPO industry.

Yan Xu is a real practitioner with the freedom to put his thoughts and theories into practice. M&Y Data Solutions is in itself a wonderful example of how a small BPO company in China can grow into an international enterprise and how western companies can benefit from outsourcing their needs to this new services industry in China.

A Chinese born Australian, Yan Xu's achievements as a successful foreign investor in China's BPO field have led to his nomination as a senior consultant and policy advisor for the Government of Heilongjiang Province. He is widely respected in the industry and frequently lectures at Chinese universities and conferences held by the Central Government of China or local state government on topics relating to BPO.

Yan Xu holds an undergraduate degree from the University of the North-East of China and a Masters Degree of Commerce in Information Technology from the University of New South Wales of Australia.



JUDITH COUFAL
EXECUTIVE DIRECTOR, OPI GLOBAL



Judith Coufal is the Executive Director of OPI EAD, Bulgaria where she has been playing a key role since the initial setup of the service delivery unit in Bulgaria and has successfully been able to establish the OPI global corporate culture fused with strong offshore processes from OPI India. Judith handles all functions related to General Operations, Human Resources, Administration and Accounting at the near-shore location. Prior to starting operations in Bulgaria, Judith has had 10 years experience as the Director of Regulatory Compliance as it relates to Trust Accounting. It was through being closely associated with the initial process transition to India when OPI started their largest engagement that Judith developed deep knowledge of the offshore processes and best practices. After that, she spent 8 months at the OPI office in India to improve processes related to communication to ensure smooth functioning between offshore and onsite offices.



SAMEER JALUNDHWALA
HEAD OF OUTSOURCING GOVERNANCE & GLOBAL PROCESSES,
ORANGE BUSINESS SERVICES



Sameer is Head of Outsourcing Governance & Global Processes at Orange Business Services (formerly known as 'Equant') and is based at their offices in Slough, near London. Orange Business Services is a fully owned subsidiary of France Telecom and a recognized industry leader in providing global data/ IP networks and integration services for multinational businesses.

Sameer joined Orange Business Services in 1997 and was Regional Controller for the Asia-Pacific, based in Singapore, for three years. He then moved to London to run the F&A European Shared Service Centre for two years. This stint included an Oracle 11i roll out at the centre and transitions leading to a tripling in activity handled at the centre. Sameer then led simultaneous SSC implementations for the Asia-Pacific and Latin America. Process standardisation, process improvement, building a KPI framework and Sarbanes Oxley compliance across the 4 centres was the next challenge. As part of Orange Business Services's senior management team, Sameer prepared the strategy assessment and business case to move to an offshore outsourcing model, managed the vendor selection and contracting phase, completed the transition and currently oversees the post go-live phase of the project.

A cost accountant and an MBA, Sameer has 21 years experience in the Finance & Accounting area, including stints with other 'blue chip' companies such as Verifone (Hewlett Packard), United Parcel Service and Asian Paints. He has lived and worked in the UK, Singapore and India.



MANISH SAHAI
VP, SERVICE NETWORK PARTNERS (SNP)
CUSTOMER SERVICE INTERNATIONAL (CSI)
AMERICAN EXPRESS



Manish has extensive re-engineering, globalization and outsourcing experience across Asia, Latin America, United Kingdom and United States. His role is to improve the relative cost and quality positions of all partners (vendors) supporting International Operations (CSI) at American Express. This includes consolidation, standardization and innovation of partner management across all functional areas. Prior experiences include re-engineering and globalization of finance transaction processes into three global financial centers. Further, he was instrumental in the dissolution of one of these finance centers to execute a two-center strategy. Manish was also involved with a global reengineering initiative that evaluated potential off-shoring and outsourcing demand for all American Express business units with a focus on leveraging China.

Manish earned a Masters degree in Economics from Delhi School of Economics, India and an MBA from Kellogg School of Management, Northwestern University, Illinois.



MARKUS LESSING
VICE PRESIDENT, ARVATO BERTELSMANN



Markus is head of the global Consulting division, head of Global Account Management for Amex and responsible for the following industries: tourism, finance, telecommunication, insurancy, sports, IT & Development of international loyalty programs, direct marketing and customer service solutions.

His former responsibilities and activities include: 11 years experience in the CRM and customer service business with arvato services, head of Bertelsmann eCommerce, mail-order, merchandising and CRM service division. He has been responsible for the development, set-up and run of more than 100 customer loyalty and coalition programs



HARRY LAMMERSEN
VICE PRESIDENT QUALITY & TRAINING
STREAM



Harry Lammersen is responsible for quality and training initiatives in Stream EMEA, including implementation of a global quality management system. He has an engineering degree in electronics and a AMDP from Insead. Prior to joining Stream in 2001, Mr. Lammersen worked for Hewlett Packard in many different positions over his 27-year tenure. These positions entailed sales and marketing in the Medical Electronics division, including three years based in Andover, Massachusetts in the US.

Mr. Lammersen's role expanded in the following years to account management for computer solutions in industrial applications in Europe and responsibility for the EMEA contact centre operations for support of HP consumer and commercial products in Amsterdam. After the initial 4 years focusing on operational efficiency in Stream EMEA Mr. Lammersen has been driving Quality & Training initiatives for teams across Stream EMEA since the last 2 years.



JENNIFER ADRAIN
OPERATIONS MANAGER, NORTHERN BANK CONTACT CENTRE (DANSKE BANK GROUP)



Jennifer has worked for Northern Bank for 29 years and has gained experience in the branch network, Business Re-Engineering & Work Measurement and on many projects including implementation of the Contact Centre. She took up her current post as Contact Centre Operations Manager in January 2006.



DARREN SEARLE
CHIEF OPERATING OFFICER, CONTROLLED THOUGHT



Darren Searle joined in 2004. His financial career spans over 20 years, with over 14 years at a Director/Senior manager Level. Darren has brought to the company a solid background in finance, personnel and operations. Prior to CTL, Darren held two senior positions at MCI Systemhouse; Finance and Operations Director, IT Education and Training Division and European Corporate Controller. During his time with MCI Systemhouse, Darren led various mergers, acquisitions, restructuring, change management and skills development programs.



JOEL ALLEYNE
CHAIRMAN, CRUCIBLE INTERNATIONAL INC



As a consultant, researcher, entrepreneur and manager, Joel Alleyne has worked with several organizations across Europe, North America and the Caribbean. Mr. Alleyne has been involved with outsourcing in various forms since 1987. More recently, with the acquisition of facilities in Barbados in 1998, he has also been actively involved with off-shore / near-shore outsourcing facilities.

Mr. Alleyne is a recognized international expert, actively involved in research and practice in the areas of: information technology; organizational informatics; new media; knowledge media; knowledge management; and, electronic commerce. Through studies at the University of Toronto he holds a Bachelors degree in Computer Science, a Masters of Information Studies and is currently working towards a Doctorate (PhD). Mr. Alleyne is a professional who has worked extensively with client organizations in both the public and private sectors.

In 2003, Joel was appointed to the Entovation 100 Global Knowledge Leadership Map which includes a select group of global thought leaders and practitioners who play a role in shaping the new knowledge based economy. Joel is an active participant with the Knowledge Media Design Institute, University of Toronto (www.kmdi.org) where he has been the inaugural Practitioner in Residence since 2005. Mr. Alleyne is also a faculty member and Senior Research Associate with the Kaieteur Institute for Knowledge Management (www.kikm.org).

ZHIKUI CHIAN
CHIEF OPERATING OFFICER
COMPUPACIFIC INTERNATIONAL

As the chief operating officer of CompuPacific International China, the primary BPO solution provider in China, Zhikui Chian is responsible for leading company's daily operation for production activities, project planning, business development, financial performance, IT support and software R&D.

With years of managing and consulting experience in IT industry, Zhikui Chian brings to CompuPacific valuable skills and expertise in operation management, solution sales, Software development, IT architecture, business process and IT strategic consulting. His role prior to joining CompuPacific is the general manager of osphere Inc., a software company that conducts business in the area of designing and developing enterprise management software (Product Lifecycle Management system). The primary responsibility was managing osphere's daily operation including product development, business development, sales and marketing. Prior to osphere Inc., Zhikui Chian worked as a member of the electronic and high tech market unit at Accenture. Zhikui Chian gained extensive and in-depth experience from various projects aiming at designing, architecting, developing and delivering internet-based eCommerce and Supply Chain Management solutions. He also took the lead in projects for several distinguished clients such as Microsoft, eBay, USPS and NASDAQ.

Zhikui Chian gained his Bachelor of Science degree from University of Science and Technology of China. He also gained a Master of Science degree from Northern Arizona

University. He gained his MBA degree from W. P. Carey Business School of Arizona State University.



PAUL KNOWLES
ENGAGEMENT DIRECTOR
EVEREST GROUP



Paul Knowles is an HR specialist who has over 25 years' experience in operational management roles within the UK, Europe, and Asia Pacific. He understands all aspects of people management, performance management, compensation strategies, as well as regional and local HR operations. His experience includes business transformation initiatives and working in multicultural environments.

Prior to joining Everest, Mr. Knowles served in various executive roles at Siemens AG for 21 years. In his most recent position as Program Director, he managed the separation project for the UK and Irish Product Related Services business of Siemens Business Services (SBS) following a sale of the Global Business Unit to Fujitsu Siemens Computers. Following completion of the carve-out and sale, he was retained as a consultant to support the new organisation during its transition and establishment of a self-standing Fujitsu Siemens Corporation Product Services Division.

Prior to serving as Program Director, he served as Project Manager of for the HR BPO initiative of the SBS Global HQ (Munich and London), where he was responsible for competitive analysis and determining the market and partnering strategy required to support the business case to establish a Global HR BPO unit.

Following approval of the strategy by the Siemens main board, Mr. Knowles was appointed as General Manager of the HR Business Process Outsourcing Unit, SBS, in the Great Britain and Ireland region. He led the creation of the new regional unit; recruited a team; determined the business, sales, and marketing strategy; and established a market profile for pursuing new business.

For three years, Mr. Knowles served as Regional Operations Manager (APAC region) of SBS. Based in Melbourne, Australia, he traveled regularly to South and Northeast Asia, India, and China. In these regions, he was responsible for ensuring local business unit compliance with regional business strategy, processes and procedures. He worked closely with SBS and Siemens Country Management in support of regional ITO and BPO business development propositions. Upon an SBS decision to exit a number of countries in the APAC region, he served as project manager for the disposal and partner selection process for regional delivery. He managed the local negotiation process in conjunction with relevant HQ legal and contract management and developed a collaboration agreement between SBS GmbH & Co and Fujitsu Asia.

Earlier, he was Vice President HR Europe and Asia Pacific for SBS GmbH & Co., reporting to the board members for Europe/Asia Pacific and Global Human Resources. In this role, Mr. Knowles was responsible for providing HR management, guidance, and advice to executive management on all aspects of people management including recruitment, reward, performance management, and development of the top executive cadre across the Europe/Asia Pacific region. He also managed the HR global outsourcing centre of competence.

Prior to that role, he was HR director International for SBS GmbH OHG & Co (London and Munich). Having successfully established the SBS outsourcing subsidiary in a prior position, he became responsible for establishing similar subsidiaries across Europe. He was tasked with ensuring that key people-management processes, skills, and competencies were embedded in the units to support winning local or cross-border business. He was also responsible for creating a central core team with skills and competencies in outsourcing sales, bid management, contract and commercial management, business transformation, and people management.

His earliest roles at Siemens included Special Projects Manager of Siemens Nixdorf Information Systems GmbH, where he developed a new performance-management process; HR Director at Siemens Nixdorf Information Systems Limited (Berkshire), where he was responsible for people management of the UK business; Project Personnel Manager to establish a new HR function and integrate that operational unit with the HQ division of what subsequently became Siemens Lighting Limited; Personnel Manager at Siemens Measurements Ltd. (Oldham); and Personnel Executive at Siemens Limited (Cheshire).

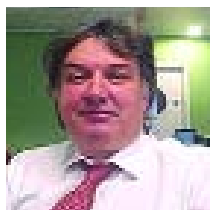
Early in his career, Mr. Knowles was an Education Assistant, Staff Relations Analyst, and Personnel Officer with BICC Plc. Mr. Knowles has a B.Sc. Social Sciences and Administration and a Postgraduate Diploma in Personnel Management, both from London School of Economics (London University). He is a Fellow of the Chartered Institute for Personnel & Development.



BERNARD O'DRISCOLL
GROUP HR SERVICES DIRECTOR, LLOYDS TSB



After an early career in Retail Banking, Bernard has spent the last 20 years within the HR function and has been extensively involved in reshaping HR delivery throughout that time. He is currently leading the creation of an Offshored HR Services delivery capability for Lloyds TSB to complement broader Group HR strategic transformation. Previous roles include HR Director for the Retail Bank and Bernard has extensive experience in Training and Development having been instrumental in the creation of Corporate University Model within Lloyds TSB. He maintains active external interest in the training sector and has previously held Director positions with the Trading Standards Council and the National Council for Careers and Educational Guidance.



ROGER MURPHY
CLIENT DIRECTOR XANSA, FORMER GROUP FINANCIAL CONTROLLER BT



Roger is a long term F&A, HR and Business Services shared service professional. He created the initial shared services around these areas within BT plc and went on to become BT's Group Financial Controller responsible for Customer Services (including Payroll, Business Expenses etc).

Since joining Xansa five years ago, Roger has worked with a number of the company's Shared Services clients. He was the solution architect for NHS Shared Business Services, Xansa's Joint Venture with the UK Department of Health, which now delivers a variety of Financial, Payroll, Business Expenses and Purchasing services for almost 100 NHS trusts. He is currently Xansa's Client Director at O2 providing a variety of BPO shared services.



TIM CUMMINS
PRESIDENT / CEO, IACCM



Tim Cummins is President/CEO of IACCM, a non-profit foundation recognized as the global authority on contracting and Commitment Management™. In this capacity, Tim works with leading corporations, public and academic bodies, supporting executive awareness and understanding of the role that contract and relationship management increasingly play in 21st century business performance and public policy. Prior to IACCM, Tim's career included executive roles at IBM and a period on the Chairman's staff, leading studies on the business impacts of globalization and the reengineering of IBM's global contracting processes. His earlier career involved the banking, automotive and aerospace industries, initially in Corporate Finance and later in commercial and business development. He led negotiations up to \$1.5bn in value and his work has taken him to over 40 countries.



MARK VARLEY
HEAD OF OUTSOURCING & ALLIANCE DEVELOPMENT, BARCLAYS
GLOBAL SOURCING



A Sourcing Executive with twenty years experience in Blue Chip transformational procurement. Mark heads up the Outsourcing function for Barclays Global Sourcing responsible for a portfolio of ITO, BPO, JV and Partnership programs for the Bank. The role includes commercial strategy development and delivery across the Bank's global third party spend for Business Processing.



MARK O'CONNOR
PARTNER, DLA PIPER



Mark is a technology lawyer whose practice centres upon public and private sector outsourcing. Mark acts for a number of public sector bodies, particularly in the education sector. In the private sector, Mark's clients include tier 1 banks and exchanges and work includes technology provision contracts, middleware and market data agreements, up to large outsourcing and offshoring projects.