



THE BLACK BOOK OF OUTSOURCING 2009 SURVEY

Top Human Resourcing Outsourcing Vendors

Publication Date: September 2009

Introduction

INTRODUCTION

Each year, Brown-Wilson Group and Black Book Research undertake an annual survey into organizations' 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 24,000 respondents from service users around the globe.

Over 700 functions and 40 sectors are investigated to determine “best fit” vendors with multiple industry specifications.

The global marketplace is growing increasingly competitive, corporations are being required to streamline operations and cut cost in order to preserve profitability.

HRO is driven by factors like breadth and depth of coverage, domain expertise, location advantage (such as near-shoring and language capabilities), sales and marketing capabilities, data compliance with respect to regulatory standards (especially those defined by the US, Canada and the EU) and the management of business risks. Therefore it is quite likely that companies, both with their own captives and those using third party vendors, may use a “hub and spoke” model in which an offshore supplier may constitute the “center” whereas other units in the world may provide appropriate “spokes”.

Clearly, the leaders in HRO in 2009 have demonstrated the expertise of market focus and customer centricity.

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

- Current outsourcing clients to compare other users' experiences with similar and competitive HRO vendors.
- Prospective outsourcing clients to long-list vendors in the request for information (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 industry outsourcing trends as collected from client ballots.
- 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 outsourcing (HRO) 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.

Top 20 HRO Vendors

TOP 20 HRO VENDORS

Table 5: Top 20 HRO vendors	
2009 Rank	HRO vendor
1	Ceridian
2	Adecco
3	ING
4	Towers Watson
5	Hewitt
6	Mercer
7	Hay Group
8	Fidelity
9	Odyssey Onesource
10	ACS
11	Empyrean
12	IBM
13	Accenture
14	Advantec
15	CheckpointHR
16	Administaff
17	ADP
18	Hexaware Caliber Point
19	Excellerate HRO
20	TriNet/Gevity

Source: The Black Book of Outsourcing

Overall KPI Leaders

Top score per individual criteria

Table 8: Top score per individual criteria			
Question	Criteria	Vendor	Overall rank
1	Vendor overall preference /vertical industry recommendations	Adecco	2
2	Innovation	Odyssey Onesource	9
3	Training	Ceridian	1
4	Client relationships and cultural fit	Hay Group	7
5	Trust	Ceridian	1
6	Breadth of offerings, client types, delivery excellence	ACS	10
7	Deployment and outsourcing implementation	Adecco	2
8	Customization	Hewitt	5
9	Integration and interfaces	Mercer	6
10	Scalability, client adaptability, flexible pricing	Accenture	13
11	Compensation and employee performance	Adecco	2
12	Reliability	ING	3
13	Brand image and marketing communications	Ceridian	1
14	Marginal value adds	Ceridian	1
15	Viability	Fidelity	8
16	Data security and backup services	Adecco	2
17	Support and customer care	Ceridian	1
18	Best of breed technology and process improvement	Hewitt	5

Source: The Black Book of Outsourcing

Individual Key Performance

INDIVIDUAL KEY PERFORMANCE

Table 9: HRO outsourcing vendors – raw scores 2009

Rank		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16	Q17	Q18	MEAN
1	Ceridian	9.44	9.82	9.79	9.73	9.90	9.85	9.64	9.60	9.76	9.60	9.75	9.71	9.84	9.67	9.76	9.64	9.89	9.60	9.72
2	Adecco	9.67	9.11	9.23	9.70	9.28	9.60	9.73	9.69	9.70	9.63	9.93	9.68	9.70	9.46	9.75	9.86	9.82	9.55	9.62
3	ING	9.37	9.65	9.44	9.26	9.47	9.66	9.09	9.60	9.51	9.34	9.22	9.94	9.09	9.35	8.97	9.46	9.30	9.31	9.39
4	Towers Watson	9.60	9.14	9.24	9.72	8.60	8.62	9.42	9.36	9.58	9.46	9.08	8.84	9.47	8.88	9.63	9.63	9.50	9.38	9.29
5	Hewitt	9.59	8.18	9.46	9.23	8.53	9.47	9.57	9.75	9.17	8.88	9.87	9.61	9.44	8.51	9.59	9.23	9.34	9.61	9.28
6	Mercer	9.29	9.26	9.15	9.41	9.43	8.13	9.70	9.18	9.77	9.67	8.61	9.56	9.33	9.19	9.34	9.22	9.31	9.14	9.26
7	Hay Group	9.41	9.12	8.71	9.80	8.66	8.66	9.37	9.33	9.06	9.20	9.13	9.04	8.68	9.25	8.90	9.58	9.18	8.80	9.10
8	Fidelity	8.96	9.34	9.78	8.46	8.48	9.45	9.46	8.69	9.23	8.84	8.32	9.48	9.01	8.90	9.96	9.57	8.59	9.36	9.10
9	Odyssey Onesource	9.02	9.92	9.41	7.61	8.23	9.74	9.18	9.12	9.77	8.05	9.46	9.24	9.29	8.30	9.18	9.00	9.21	8.47	9.01
10	ACS	8.98	9.43	7.96	8.36	8.07	9.92	9.58	8.43	8.47	7.71	8.78	8.99	8.74	9.37	9.54	9.79	8.28	8.99	8.86
11	Empyrean	9.10	9.62	8.71	8.92	9.11	7.51	8.12	8.96	7.79	7.82	8.69	8.32	7.02	8.46	9.06	8.90	9.04	8.91	8.56
12	IBM	8.88	8.47	8.40	8.42	8.10	9.43	9.09	7.77	7.10	7.89	8.80	8.68	9.58	7.31	9.34	8.94	8.56	8.62	8.52
13	Accenture	8.83	9.33	8.20	8.05	8.98	8.39	8.77	7.66	7.22	9.81	8.97	8.02	9.48	7.54	8.96	8.44	7.83	8.49	8.50
14	Advantec	8.15	7.52	8.13	8.97	8.79	8.06	7.74	8.88	8.75	7.59	8.00	9.11	8.64	9.44	8.97	8.88	9.24	8.01	8.49
15	CheckpointHR	8.94	8.08	6.95	8.26	8.94	8.61	7.49	8.44	8.80	9.43	9.12	7.93	8.61	9.12	7.39	9.05	8.54	8.76	8.47
16	Administaff	8.38	7.87	8.41	8.98	8.41	7.18	7.74	8.86	7.45	9.54	8.90	7.96	9.25	7.38	9.10	8.79	9.19	8.60	8.44
17	ADP	8.63	8.23	8.01	7.67	7.92	9.35	7.32	8.07	9.38	8.49	7.67	7.97	7.44	8.02	9.89	9.77	7.45	7.96	8.29
18	Hexaware Caliber Point	8.11	7.99	8.06	8.98	6.36	8.76	8.51	8.33	7.93	8.26	9.11	8.41	5.58	6.99	7.79	8.34	9.29	7.74	8.03
19	Excellerate HRO	7.57	7.99	8.26	7.23	7.36	8.94	8.12	7.27	8.67	8.11	7.91	6.83	7.78	7.03	8.12	7.26	6.99	8.44	7.77
20	TriNet/Gevity	7.79	7.50	7.15	7.90	6.52	7.18	6.02	6.87	5.73	7.00	7.21	7.46	8.38	6.83	7.15	8.17	7.87	7.42	7.23

Top Human Resourcing Outsourcing Vendors

Published 09/2009

Individual Key Performance

Vendor overall preference/vertical industry recommendations

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 human resources initiatives and management to other HR outsourcing buyers?

Table 10: Vendor overall preference/vertical industry recommendations							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
2	1	Adecco	9.93	9.74	9.83	9.73	9.67
4	2	Towers Watson	9.77	9.82	9.74	9.14	9.60
5	3	Hewitt	9.31	9.24	9.88	9.21	9.59
1	4	Ceridian	9.14	9.09	9.55	9.32	9.44
7	5	Hay Group	9.20	8.73	8.81	8.62	9.41
3	6	ING	8.88	8.06	9.48	8.80	9.37
6	7	Mercer	9.54	9.02	8.77	7.66	9.29
11	8	Empyrean	8.80	8.11	8.02	7.22	9.10
9	9	Odyssey Onesource	7.36	8.22	8.01	8.41	9.02
10	10	ACS	8.25	7.54	7.23	8.72	8.98

Source: The Black Book of Outsourcing

Individual Key Performance

Innovation

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

Table 11: Innovation							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
9	1	Odyssey Onesource	10.00	9.84	10.00	9.82	9.92
1	2	Ceridian	9.89	10.00	9.86	9.52	9.82
3	3	ING	9.47	9.73	9.84	9.55	9.65
11	4	Empyrean	9.45	9.21	9.92	9.89	9.62
10	5	ACS	9.02	9.65	9.75	9.30	9.43
8	6	Fidelity	8.88	9.32	9.54	9.60	9.34
13	7	Accenture	9.22	9.54	9.43	9.12	9.33
6	8	Mercer	9.38	9.52	9.25	8.89	9.26
4	9	Towers Watson	9.44	9.04	9.12	8.95	9.14
7	10	Hay Group	9.04	9.00	8.99	9.44	9.12

Source: The Black Book of Outsourcing

Individual Key Performance

Training

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

Table 12: Training							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
1	1	Ceridian	9.89	10.00	9.73	9.54	9.79
8	2	Fidelity	9.75	9.72	9.79	9.84	9.78
5	3	Hewitt	9.55	9.35	9.42	9.53	9.46
3	4	ING	9.40	9.62	9.57	9.15	9.44
9	5	Odyssey Onesource	9.60	9.40	9.01	9.64	9.41
4	6	Towers Watson	9.05	9.72	9.54	8.63	9.24
2	7	Adecco	8.98	9.10	9.63	9.21	9.23
6	8	Mercer	9.89	8.55	9.28	8.88	9.15
11	9	Empyrean	8.02	8.15	9.23	9.44	8.71
7	10	Hay Group	8.54	8.60	8.90	8.78	8.71

Source: The Black Book of Outsourcing

Individual Key Performance

Client relationships

Outsourcing leadership regards customer relationships highly. The relationship with the outsourced HR vendor elevates the customer reputation. Improving customer efficiency and effectiveness is a priority of the supplier. Governance of engagement is neither complex for the buyer nor does it require vendor management attention regularly. There are no regular transparency or quality issues.

Table 13: Client relationships							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
7	1	Hay Group	9.82	9.91	9.79	9.68	9.80
1	2	Ceridian	9.42	9.84	9.78	9.88	9.73
4	3	Towers Watson	10.00	9.54	9.88	9.44	9.72
2	4	Adecco	9.59	9.85	9.70	9.64	9.70
6	5	Mercer	9.43	9.59	9.54	9.07	9.41
3	6	ING	8.97	9.54	9.67	8.85	9.26
5	7	Hewitt	8.75	9.22	9.34	9.61	9.23
16	8	Administaff	9.29	9.70	8.90	8.03	8.98
18	9	Hexaware Caliber Point	9.24	9.45	9.05	8.19	8.98
14	10	Advantec	8.32	9.05	9.09	9.40	8.97

Source: The Black Book of Outsourcing

Individual Key Performance

Trust

Trust in an enterprise's reputation is important to outsourced human resources and support services clients, as well as prospects. The client possesses 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.

Table 14: Trust							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
1	1	Ceridian	10.00	9.80	9.78	10.00	9.90
3	2	ING	9.46	9.74	9.08	9.59	9.47
6	3	Mercer	9.78	9.35	9.32	9.28	9.43
2	4	Adecco	9.22	9.36	9.30	9.24	9.28
11	5	Empyrean	9.37	8.82	9.27	8.99	9.11
13	6	Accenture	9.23	9.33	8.85	8.49	8.98
15	7	CheckpointHR	8.97	8.55	9.28	8.96	8.94
14	8	Advantec	8.92	8.29	8.90	9.05	8.79
7	9	Hay Group	8.43	8.75	8.31	9.14	8.66
4	10	Towers Watson	8.85	9.33	8.10	8.12	8.60

Source: The Black Book of Outsourcing

Individual Key Performance

Breadth of offerings, client types, delivery excellence

In this area, the client is looking for Industry-recognized horizontal functionality and vertical Industry applications to manage bundled HRO team services. They are looking for a vendor that routinely drives operational performance improvements and results in the areas they affect.

Table 15: Breadth of offerings, client types, delivery excellence							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
10	1	ACS	9.92	9.98	9.89	9.89	9.92
1	2	Ceridian	9.77	9.64	10.00	10.00	9.85
9	3	Odyssey Onesource	9.83	9.75	9.50	9.88	9.74
3	4	ING	9.70	9.73	9.32	9.88	9.66
2	5	Adecco	9.85	9.80	9.60	9.14	9.60
5	6	Hewitt	9.93	9.56	9.34	9.06	9.47
8	7	Fidelity	9.66	9.33	9.08	9.73	9.45
12	8	IBM	9.03	9.66	9.54	9.50	9.43
17	9	ADP	9.44	8.87	9.60	9.49	9.35
19	10	Excellerate HRO	8.89	8.62	9.37	8.89	8.94

Source: The Black Book of Outsourcing

Individual Key Performance

Deployment and outsourcing implementation

Faster Deployments – outsourced 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. Recruitment services vendor overcomes implementation obstacles and challenges effectively. Technical, organizational, and cultural implementation obstacles are handled professionally and timely. Implementation time exceeds expectations.

Table 16: Deployment and outsourcing implementation							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
2	1	Adecco	9.72	10.00	9.89	9.32	9.73
6	2	Mercer	9.77	9.93	9.78	9.30	9.70
1	3	Ceridian	9.41	9.15	10.00	10.00	9.64
10	4	ACS	9.65	9.45	9.72	9.50	9.58
5	5	Hewitt	9.62	9.54	9.44	9.66	9.57
8	6	Fidelity	9.05	9.38	9.59	9.83	9.46
4	7	Towers Watson	9.78	9.72	9.01	9.18	9.42
7	8	Hay Group	9.38	9.24	9.48	9.38	9.37
9	9	Odyssey Onesource	9.54	9.05	9.08	9.03	9.18
3	10	ING	9.08	9.11	9.25	8.92	9.09

Source: The Black Book of Outsourcing

Individual Key Performance

Customization

Human resources outsourcing products and process services are customized to meet the unique needs of specific client purposes, processes and models. Little resistance to changing performance measurements clients' needs vary.

Table 17: Customization							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
5	1	Hewitt	9.82	9.80	9.73	9.64	9.75
2	2	Adecco	9.78	9.77	9.72	9.49	9.69
1	3	Ceridian	9.18	9.22	10.00	10.00	9.60
3	4	ING	9.55	9.82	9.51	9.52	9.60
4	5	Towers Watson	9.48	9.62	9.25	9.10	9.36
7	6	Hay Group	8.79	9.89	9.63	9.00	9.33
6	7	Mercer	8.36	9.31	9.54	9.52	9.18
9	8	Odyssey Onesource	9.28	9.15	9.58	8.45	9.12
11	9	Empyrean	9.20	9.82	8.28	8.54	8.96
14	10	Advantec	9.08	9.55	8.93	7.96	8.88

Source: The Black Book of Outsourcing

Individual Key Performance

Integration and interfaces

Managed HRO services vendor supports interfaces so information can be shared between necessary applications. Solutions are easily integrated to existing back-end systems. Seamless interfaces to legacy applications are performed as required for optimal functioning. Human integration and interface activities are administered precisely. Cross-industry HR expertise is evidenced by the execution and orchestration of multiple transaction and purchasing products, services and systems.

Table 18: Integration and Interfaces							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
6	1	Mercer	9.89	9.93	9.58	9.68	9.77
9	2	Odyssey Onesource	10.00	9.83	9.52	9.73	9.77
1	3	Ceridian	9.83	9.28	9.98	9.95	9.76
2	4	Adecco	9.76	9.83	9.58	9.62	9.70
4	5	Towers Watson	9.84	9.49	9.82	9.18	9.58
3	6	ING	9.68	9.55	9.50	9.31	9.51
17	7	ADP	9.40	9.73	9.33	9.05	9.38
8	8	Fidelity	9.54	9.60	9.00	8.77	9.23
5	9	Hewitt	9.20	9.21	8.95	9.33	9.17
7	10	Hay Group	8.82	9.44	9.74	8.24	9.06

Source: The Black Book of Outsourcing

Individual Key Performance

Scalability, client adaptability, flexible pricing

Human resources 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 of HR services customer.

Table 19: Scalability, client adaptability, flexible pricing							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
13	1	Accenture	9.93	9.94	9.78	9.57	9.81
6	2	Mercer	9.88	10.00	9.55	9.24	9.67
2	3	Adecco	9.73	9.80	9.70	9.28	9.63
1	4	Ceridian	9.01	9.47	9.92	10.00	9.60
16	5	Administaff	9.82	10.00	9.03	9.29	9.54
4	6	Towers Watson	9.58	9.22	9.60	9.43	9.46
15	7	CheckpointHR	9.65	9.84	9.57	8.64	9.43
3	8	ING	9.37	9.78	9.30	8.89	9.34
7	9	Hay Group	9.37	9.65	8.83	8.93	9.20
5	10	Hewitt	9.00	9.17	9.10	8.24	8.88

Source: The Black Book of Outsourcing

Individual Key Performance

Compensation and employee performance

HR services 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. NB: human resources-related criteria are scored from the client perspective on this indicator.

Table 20: Compensation and Employee Performance							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
2	1	Adecco	10.00	10.00	9.89	9.83	9.93
5	2	Hewitt	9.99	9.93	9.85	9.70	9.87
1	3	Ceridian	9.43	9.69	10.00	9.89	9.75
9	4	Odyssey Onesource	9.43	9.77	9.53	9.10	9.46
3	5	ING	9.73	9.35	8.89	8.90	9.22
7	6	Hay Group	9.57	9.28	9.03	8.62	9.13
15	7	CheckpointHR	9.64	9.49	9.15	8.21	9.12
18	8	Hexaware Caliber Point	9.07	9.54	9.01	8.82	9.11
4	9	Towers Watson	9.02	9.08	8.93	9.28	9.08
13	10	Accenture	9.45	8.33	9.40	8.69	8.97

Source: The Black Book of Outsourcing

Individual Key Performance

Reliability

HR outsourcing supplier meets agreed terms as evidenced by routine, acceptable 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. Service levels are consistently met as agreed. Services and support response is maximized by vendor team.

Table 21: Reliability							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
3	1	ING	9.98	10.00	9.90	9.89	9.94
1	2	Ceridian	9.45	9.47	9.94	9.96	9.71
2	3	Adecco	9.87	9.92	9.33	9.59	9.68
5	4	Hewitt	9.73	9.70	9.41	9.58	9.61
6	5	Mercer	9.84	10.00	9.04	9.36	9.56
8	6	Fidelity	9.77	9.94	9.28	8.94	9.48
9	7	Odyssey Onesource	9.25	9.00	9.03	9.67	9.24
14	8	Advantec	9.34	9.07	9.00	9.02	9.11
7	9	Hay Group	9.58	9.70	8.54	8.32	9.04
10	10	ACS	8.93	9.43	9.05	8.53	8.99

Source: The Black Book of Outsourcing

Individual Key Performance

Brand image and marketing communications

The outsourcing vendor's human resources processes accurately and appropriately represent service deliverables. Image is consistent with top recruitment service rankings. Sales presentations and proposals are 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 so that customer, manufacturers, multinationals and other buyers of HR services openly reference their outsourced HR representatives as client team members. High level of relevant client communications enhances relationship.

Table 22: Brand image and marketing communications							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
1	1	Ceridian	9.55	9.82	10.00	9.98	9.84
2	2	Adecco	9.93	9.97	9.67	9.21	9.70
12	3	IBM	9.72	9.77	9.58	9.24	9.58
13	4	Accenture	9.91	9.66	9.29	9.07	9.48
4	5	Towers Watson	9.34	9.79	9.55	9.21	9.47
5	6	Hewitt	9.88	9.85	9.15	8.89	9.44
6	7	Mercer	9.50	9.68	9.17	8.98	9.33
9	8	Odyssey Onesource	9.45	9.48	9.33	8.91	9.29
16	9	Administaff	9.42	9.44	9.12	9.02	9.25
3	10	ING	8.64	8.80	9.38	9.53	9.09

Source: The Black Book of Outsourcing

Individual Key Performance

Marginal value adds

Outsourced HR process 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 firm HR process handling and support staff are realized. Buyer's HR support costs are reduced significantly. Vendor offers additional value as a cross-industry outsourcing partner in cost savings HR management initiatives and creative programs through bundled product design outsourcing. Provides true business transformation opportunities to buyer and opportunities for top line contributions.

Table 23: Marginal value adds							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
1	1	Ceridian	9.52	9.21	10.00	9.95	9.67
2	2	Adecco	9.58	9.63	9.37	9.25	9.46
14	3	Advantec	9.94	9.75	8.71	9.36	9.44
10	4	ACS	9.73	9.90	8.93	8.92	9.37
3	5	ING	9.64	9.73	8.74	9.29	9.35
7	6	Hay Group	9.44	9.62	9.00	8.92	9.25
6	7	Mercer	9.68	9.08	8.42	9.58	9.19
15	8	CheckpointHR	9.57	9.60	9.15	8.17	9.12
8	9	Fidelity	9.61	9.07	8.61	8.29	8.90
4	10	Towers Watson	8.93	9.66	8.90	8.04	8.88

Source: The Black Book of Outsourcing

Individual Key Performance

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 appropriate that impact HR team buyers in particular.

Table 24: Viability							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
8	1	Fidelity	10.00	10.00	9.95	9.90	9.96
17	2	ADP	9.94	9.95	9.81	9.85	9.89
1	3	Ceridian	9.65	9.44	10.00	9.95	9.76
2	4	Adecco	9.87	9.81	9.62	9.69	9.75
4	5	Towers Watson	9.78	9.77	9.73	9.23	9.63
5	6	Hewitt	9.67	9.79	9.44	9.45	9.59
10	7	ACS	9.70	9.64	9.42	9.39	9.54
6	8	Mercer	9.55	9.83	9.02	8.97	9.34
12	9	IBM	9.83	9.80	9.32	8.42	9.34
9	10	Odyssey Onesource	9.28	8.74	9.54	9.14	9.18

Source: The Black Book of Outsourcing

Individual Key Performance

Data security and back-up services

In order to provide a secure and constantly dependable HR services offerings for corporate product development entities, an outsourcing vendor has to provide the highest level of security and data back-up services. In some cases, their service in these two areas may be superior to the security and back-up system in your own firm/corporation.

Table 25: Data security and back-up services							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
2	1	Adecco	9.98	10.00	9.64	9.81	9.86
10	2	ACS	9.90	9.83	9.85	9.59	9.79
17	3	ADP	9.76	9.85	9.81	9.65	9.77
1	4	Ceridian	9.32	9.28	9.95	10.00	9.64
4	5	Towers Watson	9.95	9.82	9.28	9.48	9.63
7	6	Hay Group	9.80	9.98	9.33	9.19	9.58
8	7	Fidelity	9.28	9.80	9.48	9.72	9.57
3	8	ING	9.76	9.66	9.40	9.00	9.46
5	9	Hewitt	9.85	9.34	9.00	8.72	9.23
6	10	Mercer	8.93	9.89	9.12	8.92	9.22

Source: The Black Book of Outsourcing

Individual Key Performance

Support and customer care

Account management 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 recruitment process and design products, and services. Media and clients reference this vendor as a services leader and top producer correctly. Customer services and relationship satisfaction is manifested through significant flagship clients as well as smaller and newer customers.

Table 26: Support and customer care							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
1	1	Ceridian	9.74	9.87	10.00	9.94	9.89
2	2	Adecco	9.86	9.91	9.66	9.84	9.82
4	3	Towers Watson	9.67	9.48	9.71	9.13	9.50
5	4	Hewitt	9.50	9.79	9.04	9.04	9.34
6	5	Mercer	9.76	9.55	9.02	8.92	9.31
3	6	ING	9.83	9.42	9.22	8.74	9.30
18	7	Hexaware Caliber Point	9.68	9.15	9.56	8.78	9.29
14	8	Advantec	9.59	9.68	8.98	8.71	9.24
9	9	Odyssey Onesource	9.44	9.71	9.50	8.17	9.21
16	10	Administaff	9.31	9.80	9.00	8.65	9.19

Source: The Black Book of Outsourcing

Individual Key Performance

Best-of-breed technology and process improvement

Cross-industry HR sourcing management and related technology services are considered best-of-breed. Vendor technology elevates customers via capabilities, equipment, processes, deliverables, professional staff, leadership, quality assurance and innovative initiatives. HR process services are delivered at or above current/former in-house service levels.

Table 27: Best-of-breed technology and process improvement							
Overall rank	Criteria rank	Company	HR consulting	HR technology	HR admin	Personnel services	Mean
5	1	Hewitt	9.83	9.76	10.00	9.95	9.89
1	2	Ceridian	9.97	10.00	9.42	9.88	9.82
2	3	Adecco	9.60	9.84	9.42	9.12	9.50
4	4	Towers Watson	9.67	9.22	9.53	8.93	9.34
8	5	Fidelity	9.20	9.25	9.44	9.33	9.31
3	6	ING	9.52	9.51	8.98	9.20	9.30
6	7	Mercer	9.33	9.06	9.22	9.54	9.29
10	8	ACS	9.23	9.44	9.03	9.25	9.24
11	9	Empyrean	9.04	9.45	9.21	9.12	9.21
7	10	Hay Group	8.59	9.54	9.33	9.28	9.19

Source: The Black Book of Outsourcing

Appendix

APPENDIX

Orbys consulting

We hope that the data and analysis in this report will help you make informed and imaginative business decisions. If you have further requirements, the Orbys consulting team may be able to help you. For more information about Orbys' consulting capabilities, please contact us directly at info@orbys-blackbook.com.

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