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**KNOWLEDGE PROCESS OFFSHORING (KPO):
A BALANCED VIEW OF AN EMERGING MARKET**

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Executive Summary

There is considerable interest in the emergent global market for knowledge process offshoring (KPO). However, much ambiguity also exists. There is also considerable discussion around the growth of this industry, mostly projected aggressively, in the range of 50-70 percent on a compound annual growth rate (CAGR) basis. Opinions span the full range – whether in terms of predictions of industry growth rates or in estimations of available talent and service providers to perform KPO services.

A gamut of information technology (IT) and business process (BP) activities for enterprises have been offshored to global locations for the last ten years. The capabilities and services around these activities are provided by service providers through their global delivery centers. IT and BP offshoring has grown at a CAGR of 34 percent over the last five years and is expected to grow at about 24 percent over the next three to four years. The offshoring of the middle-office and the performance of certain critical and high-end KPO functions in an enterprise have been increasingly explored over the last three to four years.

As the next step in the evolution of global service delivery (GSD) and the maturation of organizations' use of GSD, many enterprises are now exploring the offshoring of the middle office, as well as the performance of certain critical and high-end KPO functions.

In an effort to understand the growing phenomenon of KPO and its true potential, TPI felt it critical to execute an extensive research exercise to develop an objective and balanced analysis of the KPO market. The research also aimed to analyze the potential for such services based on a realistic description of KPO and in light of what processes are currently being or could potentially be performed within an offshore environment.

The research was conducted using both primary and secondary sources. TPI considered a total of about 73 service providers and 45 captives in India for the research. These were organizations claiming to have or provide KPO services. However, we found that only 64 service providers and 23 captives performed knowledge services operations, as per our definition. These covered a total of more than 18,000 resources. The primary research covered 33 KPO service providers and the secondary research covered the remaining 31. Among the captives, we carried out primary research among three and secondary research among the remaining 20. The main areas of information covered were size and scale of operations, number of resources, locations, revenues, types of KPO services provided to clients and future outlook.

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KPO Is Different and Will Evolve Differently

Because of the distinct nature of knowledge work, KPO and the dynamics of offshoring knowledge processes are different from the IT/BP type of sourcing seen so far. **Knowledge process offshoring** is about getting high-end, value-added work done by resources whose co-location with the end client is not necessary, where the effort is people-intensive, and the end product is arrived at through rigorous methodologies. Because this type of work requires a high level of judgment, subjective analysis and interpretation, the end results can vary from practitioner to practitioner.

Table 1: Nature of KPO – High-level constructs

It is people-intensive in that much of KPO work requires insight and analysis based on skills, experience and judgment. The result and the recommendations are driven by judgment rather than by rule-driven processing.
Processes/services are performed based on skills, domain knowledge and intellectual capability. A process can provide a guideline but not a deterministic set of rules.
The process is complex, requiring many steps. It calls for interpretation, analytical skills, reasoning and the exercise of judgment.
It requires people with higher education and/or specialized and differentiated knowledge and skills.
KPO is inclusive. Unlike BPO, where an entire process is offshored, KPO usually entails offshoring part of the larger process (e.g., financial research and analysis). By its very nature, the team is global.

The nature of knowledge work is sophisticated and offshoring such work will require a significant degree of partnership and collaboration beyond the process standardization and compliance seen in the initial waves of IT outsourcing (ITO) and business process outsourcing (BPO) thus far.

Critical Success Factors in Offshoring Knowledge Work

As organizations determine which of their critical, high-end and strategic functions can be performed in an offshore environment, a number of factors will influence their experience with KPO:

- **Ease of Process Portability:** Just how well knowledge work can be divided into smaller, manageable segments will determine what can be performed and managed in an offshore environment. KPO processes are typically fragmented across geographies and business groups, and are difficult to disengage and cluster for porting offshore. Success in this activity requires significant offshore experience and the deployment of rigorous methodologies.
- **Availability of Skills:** It is not just the availability of skills at the macroeconomic level but also the availability of differentiated skills in a specific location that is important. Hence, determining the availability (and subsequently locating) specific mathematical modeling skills or radiologists is more complex than the ITO/BPO practice of estimating the talent pool based on the number of Engineering or English-speaking graduates. Additionally, as potential “destination” economies also grow, a number of industries will compete for the same talent to cater to their own domestic markets.
- **Potential for Economies of Scale:** A small section of the organizational pyramid performs high-end critical knowledge work and, because of this, KPO generally does not achieve the economies of scale of ITO and BPO in an offshored or outsourced environment.
- **Legal and Licensing Issues:** Traditional barriers to entry employed by professions such as medicine, law and accounting will limit the extent of services that can be offshored. The litigious environment that surrounds these professions further limits the risk appetite for using blended global delivery. In some cases, there could even be licensing implications to processes being offshored.
- **Protecting Intellectual Property Rights (IPR):** Many functions and processes, such as certain strategic marketing ideas or financial functions, are core to the organization. For example, some proprietary databases, models, and algorithms in equity research would be critical to an organization. Similarly, the databases and findings of a clinical trial from a pharmaceutical company would need to be protected. Therefore, protecting IPR would be one of the key considerations in offshoring knowledge functions.

Key Conclusions on KPO Growth

- **Challenges in Reaching Some Predictions:** Current market estimates from various industry research organizations as well as some service providers indicate that the KPO industry will grow at or higher than the BPO growth rates to reach US\$10–15 billion by 2010. TPI feels that these estimates are highly optimistic and the growth is not likely to be that rapid for at least the next five years. Furthermore, given the complexity and the high level of service fragmentation within the category of KPO, this growth will be limited.
- **The Rise of the Captive:** For functions closer to the enterprise's core activity, the tendency will be to keep in-house activities that involve intellectual property and sensitive data though notable exceptions exist. In an offshore model, they are more likely to use their own subsidiary (or captive) than rely on third-party outsourcers for high-end processes. Therefore, the significance of the captive, or an in-house offshore development center of the company becomes greater.

- **Sustained, Steady Demand:** While we assert that the rapid growth estimates should be tempered, we are seeing significant client interest in outsourcing knowledge services and anticipate sustained demand. The sector is both viable and vibrant, and we predict it will grow steadily. Based on our sourcing advisory experience as the market leader, we believe that the demand growth path for KPO services will be similar to that of ITO and BPO. It will be fueled by the large firms, such as the Fortune 2000 firms that form the bulk of offshoring buyers in the IT or business process space. Although there will be small and medium-sized enterprises that will join the KPO bandwagon, we feel that this growth will be limited, given the smaller base which this segment has so far demonstrated.

Background

There is a paradigm shift in the way businesses now think. Globalization is integral to doing business, and process offshoring is at the core of this shift. Work can now be moved to the worker, rather than the reverse. This fundamental shift in where work can be performed has been made possible by advances in technology and international telecommunications. Cost competitiveness and time-to-market have become directly linked with outsourcing and even more so with offshoring.

This phenomenon has matured to the extent that offshoring is no longer simply about obtaining low-cost resources elsewhere; it is now about accessing specific types of talent and gaining entry points to serve new and broader markets. Global companies are now incorporating offshoring as part of their forward-looking strategies rather employing it as a knee-jerk reaction to cost pressures. Encouraged by the early success of offshoring in the ITO and BPO sectors, companies are increasingly exploring the value of sending high-end processes offshore, including ones that directly affect their revenue generation capabilities. This has given rise to much talk about KPO.

TPI Research and Analysis Methodology

There has been a significant amount written about KPO. To develop an objective and balanced analysis of the KPO market, TPI felt it critical to augment its market experience with extensive research. Between January and April 2007, TPI's research team based in Bangalore conducted:

- Primary and secondary research on 73 service providers
- Primary and secondary research on 45 captive centers in India performing BPO or KPO activities

The research covered a significant number of the large service providers with focused KPO services, IT/BPO service providers with known capabilities in KPO services and captives of global corporations providing KPO services from the offshore center.

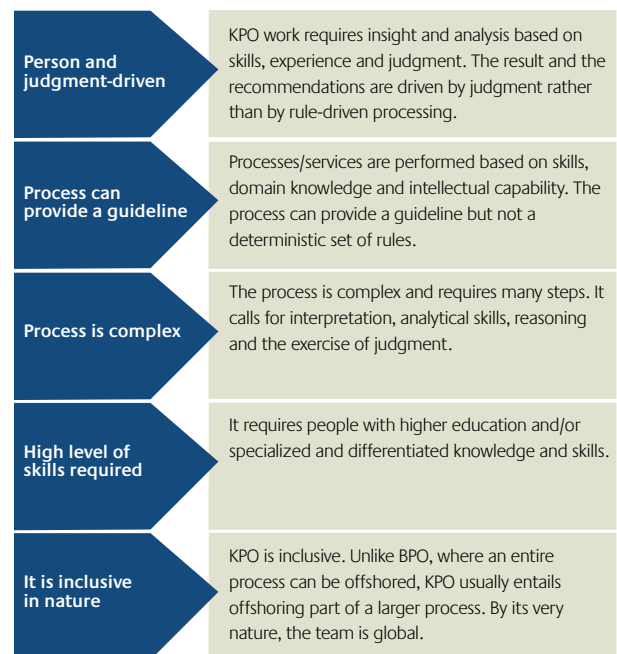
In all, TPI determined that 64 service providers (88 percent) and 23 captive centers (51 percent) were performing KPO activities based upon TPI's definition of the KPO market. When combined, the service providers and captive centers included in the research have resource levels near 18,000 performing KPO services.

TPI's Definition of KPO

Aggressive marketing by service providers has today resulted in KPO becoming a "catch-all" term for a variety of services. Many services are clubbed under a loose definition of KPO – from "higher-end" BPO work such as financial analysis to interpretation of performance using "dashboards," to truly high-end modeling, pricing and actuarial services. TPI believes that it is important to define the KPO space in a less fungible manner.

Knowledge process offshoring is about getting high-end, value-added work done by resources whose co-location with the end client is not necessary, where the effort is people-intensive, and the end product is arrived at through rigorous methodologies. Because this type of work requires a high level of judgment, subjective analysis and interpretation, the end results can vary from practitioner to practitioner.

The knowledge process offshoring premise involves the following constructs:



Services That Constitute Knowledge Process Offshoring

For this study, we selected services that qualify as KPO per our definition. These include:

TYPE OF ACTIVITY	EXAMPLES
Equity and Financial Research and Analytics	<ul style="list-style-type: none"> Investment research: equities, derivatives, credit research, valuation and accounting Financial modeling Company, industry and sector reports Credit risk management Normalizing accounting standards Valuation of companies Tracking of stock markets and analysis thereof
Business and Marketing Research and Analytics	<ul style="list-style-type: none"> Market Analysis: market segmentation, marketing stimulus and spend optimization, need gap analysis, market mapping Data mining: mining the Internet, databases and company websites and preparation of reports with analysis, data processing and analysis Report preparation: company and sector reports; editing and formatting of reports Customer Analytics: customer satisfactions surveys, customer and segmentation, price sensitivity/pricing analysis, benchmarking
Engineering and Design Services	<ul style="list-style-type: none"> Very Large Scale Integration (VLSI) design Simulations Chip design Vehicle design support Prototype development
Pharmaceutical research outsourcing	<ul style="list-style-type: none"> Offshore drug discovery Clinical research

There are other services that fall under our definition of KPO. However, the market for these services is still nascent and fragmented, and drawing any conclusions about them would be premature. Services such as the ones below have not been included in our study, since they either do not currently pose the market potential for TPI or would evoke a different study potential altogether (for example, engineering services):

1. Legal process outsourcing
2. Publishing outsourcing
3. Tele-radiology
4. Design and Animation Services
5. Engineering Services (not nascent; assumed to employ about 35,000 people in India;* this will be the subject of a future study)

* According to the National Association of Software and Service Companies (NASSCOM)/Booz Allen study titled, "Globalization of Engineering Services — The Next Frontier for India," August 2006"

Current Market Dynamics of KPO

ITO and BPO have grown exponentially during the last decade or so. During the last two years, growth in both these sectors has been about 30–40 percent.

Many experts believe that this rate of growth will be matched or exceeded by growth in the KPO sector. Several market estimates indicate that the KPO industry is expected to be US\$12–17 billion by 2010, with India accounting for about US\$10–12 billion. However, given the nature of KPO and the growth in absolute numbers it has witnessed thus far, we consider these estimates to be optimistic.

Players in KPO

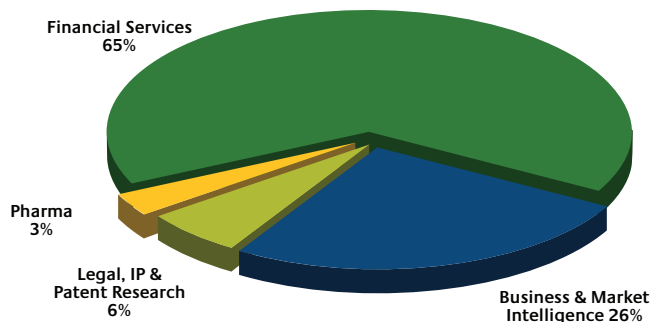
The KPO industry today consists of captives, pure-play KPO firms and established IT/BPO players that are expanding their offering to include KPO.

TPI's research revealed that firms in the Banking, Financial Services and insurance industries were early adopters of KPO (going back about five plus years), with many of them performing high-end analytical work through their offshore captives. In some cases, while the business processes have been outsourced, research and analytics have remained in-house.

Types of KPO Activities

KPO services, although nascent, have extended to various industries such as financial services, banking, insurance, marketing and research and legal services.

Resources Performing KPO Work



Financial Services KPO

In the Financial Services domain, from our sample, we found that approximately 10,000 resources in India are performing KPO work for global financial services companies. Currently, Financial Services accounts for more than 60 percent of the KPO work performed in India.

Financial Services KPO Overview		
Captives	No. of firms	11
	No. of resources	3,500+
Pure-play firms	No. of firms	10
	No. of resources	3,000+
Integrated providers	No. of firms	18
	No. of resources	3,000
KP work performed		Equity Analysis; Credit Analysis, Risk Assessment, Actuarial Analytics, Fund Management, Financial Data Mining, Insurance Underwriting and Quantitative Research Support

Source: TPI analysis and interviews

With the exception of a few firms that had significant headcounts, we found that most Financial KPO service providers had an average of 500 resources or less.

Financial Services KPO Headcount Distribution (Number of Firms)				
	0-100	101-200	201-500	>500
Pure-plays	4	2	2	2
Integrated	11	2	3	2
Captives	7	0	1	3

Source: TPI analysis

Business intelligence and market research

Business and Market Intelligence KPO amounts to a quarter of the total KPO work being performed in India.

In the Business Intelligence and Market Research KPO domain, captives are comparatively fewer than in Financial Services KPO. However, similar to Financial Services KPO captive centers, most Business Intelligence and Market Research KPO service providers have less than 500 resources.

Business and Market Intelligence KPO Headcount Distribution (Number of Firms)				
	0-100	101-200	201-500	>500
Pure-plays	7	3	1	1
Integrated	14	3	2	0
Captives	6	1	0	0

Source: TPI analysis

Business and Market Intelligence Knowledge SP Overview

Captives	No. of firms	7
	No. of resources	500
Pure-play firms	No. of firms	13
	No. of resources	1,600+
Integrated providers	No. of firms	20
	No. of resources	1,600
Services offered		Data Collection; Data Analysis; Industry and Company Research Reports; Forecasting, Modeling and Analysis; Output Presentation; Business Intelligence; Benchmarking; Surveys and Library and Documentation Services

Source: TPI analysis and interviews

Critical Success Factors for KPO

TPI sees two key factors driving continued growth in the KPO industry:

Changing dynamics in the global workforce – The world is experiencing a major shift in its demographics across “developed” and “developing” countries. On the one hand, there are countries in the West with large sections of the population reaching retirement age and on the other, there are countries like India with a large young population. This aging workforce in the West is being replaced by young populations in the East.

Significant saving opportunities – As compared with ITO or BPO, KPO offers significant cost savings opportunities in absolute terms. This is because the average cost of a KP resource onsite is significantly higher than the cost of average ITO or BPO resources. Consider the following three examples, which clearly show cost benefit increases of more than 50 percent in some cases of offshoring:

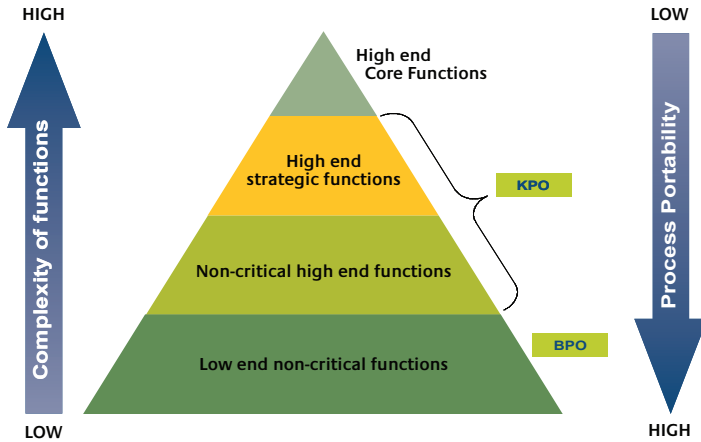
- A majority of the financial services modeling jobs that are going to India would correspond to associates with 1–2 years of experience whose Total Annual Compensation (or Cost to Company) would be approximately US\$150,000, which includes US\$75,000 a year in salary and approximately US\$75,000 a year in bonus, social security, and medical benefits. However, the fully loaded cost of a Wall Street or similar resource in the United States – with costs like real estate in New York City, maintenance, HR and other administrative overheads, renting/leasing of databases such as Bloomberg, PCs, and Internet services included, would add up to US\$200,000–\$225,000. Compared with these costs, most India-based companies charge a total loaded cost of US\$50,000 to \$60,000 a year for MBAs, Chartered Accountants and Chartered Financial Analysts who are equivalent to associates in the United States with 1–2 years of experience.
- In the field of radiology, it is reported that the United States is facing a shortage of radiologists, with 20 percent of vacancies remaining unfilled. Additionally, several states have limited the number of hours that physicians in training are permitted to work (e.g., in 1988, the state of New York passed the Bell regulations in this regard). This has helped to create the field of Tele-radiology. Various data points exist for equivalent U.S. salaries in this field: according to the American Association of Medical Colleges, the annual salary for a diagnostic radiologist in the United States ranges from US\$325,000 and \$474,000. According to MD blogspots, the median mid-income for doctors in nuclear medicine is US\$250,000. Salary.com puts the median salary for radiologists at US\$280,000.
- In the automotive sector, several Tier 1 auto majors have relocated Research & Development (R&D) and certain elements of design to India. These roles require individuals with master’s degrees or, preferably, doctoral degrees in aerospace, computer, industrial, mechanical, and software engineering, as well as computer and materials science. Again, in the materials laboratory, individuals with master’s and doctoral degrees in metallurgy, polymer science, materials science, materials processing and math-based analysis of materials are required. The work involved includes validating microstructural models, designing high-performance materials, and molecular modeling of nanocomposite/TPO exfoliation and fuel cell membranes. These roles are filled in the United States by tenured professionals, many of which fall in the salary range of US\$200,000.

Key Factors Affecting the Growth of the KPO Industry

There are key factors that influence the KPO decision. Although most of these factors are common across KPO as well as ITO and BPO, their relative impact on the KPO industry is different than in the first waves of offshoring IT-enabled services.

Factors	KPO	IT	BPO
Ease of process portability	◐	◑	◑
Availability of skills	◑	●	●
Potential for economies of scale	○	●	●
Legal & licensing issues	◐	◑	◑
Protecting Intellectual Property Rights (IPR)	○	●	●

Legend: ● Indicates impact with less degree of complexity
○ Indicates impact with higher degree of complexity

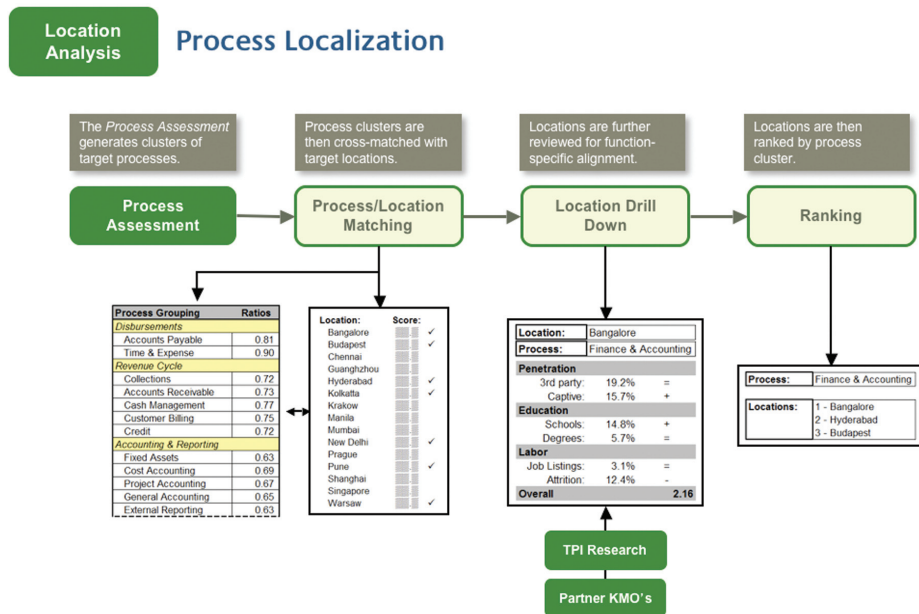


Ease of Process Portability

Knowledge services form part of the more complex services of the organization and are fragmented across functions and industries. As a result, process portability – the breaking down of these services and packaging them into smaller, manageable segments – becomes much more difficult.

This also suggests the need for a more evolved or sophisticated form of offshoring than in the earlier waves of offshoring. KPO has a significant need for partnership and collaboration beyond process standardization and compliance.

TPI's experience with clients suggests that KPO processes are typically fragmented across geographies and business groups and are difficult to disengage and cluster for porting offshore. Firms require maturity in offshoring as well as a highly evolved framework to support this move. An example of a detailed process portability framework is TPI's process localization methodology. Our methodology breaks down processes into their constituent components and matches potential locations with these process components based on the unique delivery capability of each of those locations.



Availability of Skills

For KPO, it is not just the availability of skills at the macro level but the access to differentiated talent that is important. For example, reading and diagnosing an MRI requires trained radiologists; focusing on the number of medical graduates that a location produces is unlikely to provide a clear picture of specific capabilities of that location. Contrast this with the lower end of the BPO services spectrum, where proficiency in English (or the language of the country being served) and basic computer literacy are enough to get one started. Additionally, knowledge process offshoring requires understanding of the client’s industry segment and of how the client works as well as a specialized educational background. Attempting to train raw recruits in order to get them to the desired level is time-consuming, rigorous and expensive.

In addition, many of the traditional “destination” countries for services – such as India, Brazil and China – are enjoying great economic growth. As a result, non-offshore related industries are making demands on the same labor pool to service their own domestic markets. Take the example of India; India’s gross domestic product (GDP) growth rate is 8.6 percent. This is coupled with strong growth rates in domestic industries, such as manufacturing, retail, and pharmaceutical.

Manufacturing	12–14% in the next decade
Retail	7–8% CAGR
Pharmaceutical	Exports growing at 22% y-o-y and turnover at 6–7% y-o-y

The demand for graduates from the domestic market in addition to the existing demand from “offshore services” taps the same pool that provides the talent for the knowledge process offshoring sector.

Potential for Economies of Scale

Unlike in back-office processes, such as call centers or transaction processing, where large-scale operations numbering in many thousands of people are the norm, KPO will not command large-scale operations. KPO will therefore not be able to achieve the economies of scale enjoyed by IT or business process outsourcing.

Legal and Licensing Issues

As KPO begins to penetrate traditional professions such as medicine, law, and accounting, the traditional barriers to entry that these professions have employed will limit the extent of services that can be offshored.

For example, one needs to be a board certified doctor in the United States before one is allowed to diagnose diseases or prescribe medication; a doctor in a location such as India – however skilled or certified – is precluded by law from offering medical advice in the United States. In the legal profession, a person is required to have a Juris Doctor (J.D.) degree and must be admitted to the bar in order to practice law in the United States. To obtain this license, a person must appear for a bar examination in the state that he or she wishes to practice in. A lawyer licensed to practice in one state may or may not be allowed to practice in another state.

The litigious environment that surrounds these professions further limits the risk appetite for using blended global delivery. In some cases, there could even be licensing implications to processes being offshored. All these issues limit the scope of the services being offshored.

Protecting Intellectual Property Rights (IPR)

KPO processes are comparatively more central to the organization than those that are categorized as ITO or BPO. Due to the value associated with the skills required in KPO, the criticality of the roles and functions and the creation of core intellectual property, the issue of IPR protection is important. TPI holds the opinion that organizations will predominantly establish offshore captive centers or seek out highly specialized niche providers to address this issue.

Conclusions on the Future of the Industry

Challenges in Reaching Some Predictions: Current market estimates indicate that the KPO industry will grow at or higher than the BPO growth rates to reach US\$10–15 billion by 2010. TPI asserts that these estimates are highly optimistic:

- The BPO industry is already facing significant challenges regarding availability of trained manpower, high attrition rates and rising salaries. Given the specialized requirements for KPO resources, these issues will be compounded for KPO firms as they try to scale up.
- Scalability of KPO players – As compared with the scale of BPO service providers, KPO firms have not been able to achieve scale. TPI’s research indicates:
 - ▲ 80 percent of the financial services KPO firms have less than 500 resources
 - ▲ 40 percent of the financial service KPO firms have less than 100 resources
- Most KPO services are high-end, value-added services. They are also fragmented across different geographies and business units in an organization. It is difficult to parse and cluster these processes to be offshored. This limits the scale and the scope of the services that can be offshored. The complexity of these services also makes the growth process slower.
- Like the ITO or BPO industry, growth in the KPO space is more likely to come from the large firms, for example, the Fortune 2000 firms. Traditionally, these have provided opportunities to these industries. The small- and medium-sized enterprises typically lack the scale as well as the numbers to provide the significant impetus to the KPO industry.

The Rise of the Captives: As processes become more complex and integral to the basic raison d’être of the enterprise, there is less likelihood of them being outsourced. Although notable exceptions exist, companies often prefer to keep processes that include core intellectual property and sensitive data in-house. In an offshore model, they are more likely to use their own subsidiary (or captive) than rely on third-party outsourcers for high-end processes.

For example, in the financial services area, TPI research finds that there are a significant number of captives in the knowledge services domain. We find that many banking and financial services institutions prefer to build the knowledge services capabilities in their existing back-office operations in offshore locations such as India. Interestingly, these captives were originally set up to help with lower-end processes but are increasingly focusing on areas of greater value to their parent firms. Of the captives we researched for this study, we found that about 10 percent of the resources are engaged in knowledge-based high-end work.

Below are examples of companies across various industries that have captive operations or have outsourced high-end knowledge services to service providers in India:

Company	Functions	Business/Delivery Model
A large European financial services company	Analytics	Captive and outsourced
Large global diversified business group	Credit Analytics Treasury	Historically captive but tending toward outsourcing
One of the largest banking groups in the world	Credit Analytics	Captive
Global financial services firm	Equity Research Investment Banking Analysis	Captive
U.S.-based large global financial services firm	Equity Research	Captive and outsourced
A large Europe-based bank	Mortgage Analytics Collateral Securities Analytics	Captive and outsourced
Large U.S. commercial banking organization	Business Intelligence and benchmarking	Outsourced
European media organization	Customer Satisfaction surveys	Outsourced
Large global travel & leisure company	Statistical Analysis for Customer, Marketing and Revenue Management	Outsourced
A global software manufacturer	Patent research	Outsourced

Overall, we see growing client interest in KPO. The sector is viable, vibrant and likely to grow. It also faces challenges, which are in some ways similar to those faced by the ITO and BPO industries. However, KPO will continue to hold client attention and will gain through a steady growth rate.

Appendix 1: Description of Growth Drivers

	Parameters	Description
1	Ease of process portability	The ability to break down work into its constituent parts and the ability to transport the independent parts of work. This is critical to analyzing how and what extent a service or process does not require being either co-located with the parent or be on the same shore as the parent.
2	Availability of skills	Availability of the right kind of differentiated skills is a key factor in making a KPO decision.
3	Potential for economies of scale	The larger the scale of services, the more efficient they become in terms of their use of infrastructure and fixed costs such as real estate. The very success of the IT and BPO industry is witness to the fact that these economies of scale have been achieved.
4	Legal & licensing issues	Due to legal restrictions, not all services can be offshored. This is the case with many of the high-end critical services in an organization. Also, some services have licensing requirements that make them difficult to be offshored.
5	Protecting Intellectual Property Rights (IPR)	Since the functions and activities that are clubbed under KPO are core to the organization, protection of IPR is a critical issue.

ABOUT THE AUTHORS

Indy Banerjee, Director, TPI

Mr. Banerjee advises TPI's clients on aspects of their Global Service Delivery (GSD). Indy has extensive experience advising clients on their sourcing strategy globally to low-cost locations with a specific focus on India. He provides strong strategy, operational, transition and quality experience and has an extensive network of Indian service providers. Indy's practical experience includes a broad spectrum of exposure in various functions, including business process outsourcing, IT services and infrastructure consulting.

Prior to joining TPI, Indy worked for Fortune 10 organizations in several leadership roles spanning global offshore strategy development, opportunity identification and transition, enterprise program management, offshore service delivery and Six Sigma.

Jui Narendran, Research Manager, TPI

Ms. Narendran is a Research Manager with TPI's Global Service Delivery (GSD). Based in Bangalore, India, Jui and her team provide business and market intelligence to TPI's clients in three primary areas:

1. Data and analysis on the service provider market place
2. Research and analysis on various offshore destinations around the globe
3. Industry-level analysis and inputs, especially those related to India

Jui and her team offer fact-based, relevant and insightful knowledge to clients to help them make the most effective, informed sourcing decisions for their unique needs.

Prior to TPI, Jui has had a wide-ranging background in market and business research, spanning more than 10 years. Her extensive experience in the research industry spans both qualitative and quantitative research in multiple industries and sectors.

Jui has a Bachelor's degree in Psychology from the University of Pune and a Master's degree in Social Work from the Tata Institute of Social Sciences, Mumbai.

Rukmini Priyadarshini, Senior Research Analyst, TPI

Rukmini (Priya) Priyadarshini is part of TPI's research group that has strong tie-ins with all stages of the sourcing lifecycle. Priya provides analyses and valuable insights into the factors and trends that impact sourcing decisions and the management of sourcing relationships. She contributes to TPI's research capabilities and offshore knowledge base for India and other offshore locations. Prior to TPI, Priya was a business correspondent with an IT and outsourcing industry focus for The Hindu Business Line, a leading Indian business daily.

LOOKING FOR A STRATEGIC PARTNER?

TPI's Global Service Delivery specialists can help guide your organization through the journey of making informed decisions regarding the strategic use of global, or offshore, resources. With our strong representation in India, Southeast Asia and Europe, we help ensure that your business objectives inform and align with your global sourcing strategies.

Let TPI's KPO experts help you achieve your organizational goals through objective advice, knowledge of your industry and experience with complex arrangements.

Contact Indy Banerjee, Director, + 91 80 51518538 or indy.banerjee@tpi.net.

ABOUT TPI

TPI, a unit of Information Services Group, Inc. (ISG) (NASDAQ:III) is the founder and innovator of the sourcing advisory industry, and the largest sourcing advisory firm in the world. We are expert at a broad range of business support functions and related research methodologies. Utilizing deep functional domain expertise and extensive practical experience, TPI's accomplished industry experts collaborate with organizations to help them advance their business operations through the best combination of business process improvement, shared services, outsourcing and offshoring. For additional information, visit www.tpi.net.



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