



With a finger on the source of global operations and services, the **HfS Blueprint Sessions | Chicago** fearlessly tackles the prominent issues facing the industry today and tomorrow.

The **HfS Blueprint Sessions | CHICAGO** will be the most intimate and significant gathering yet of enterprise buy-side operations leaders, who will come face-to-face with the prominent thinkers and operators from the service provider and advisory world. This will be the time when the global services and outsourcing industry takes a collective long, hard look at itself to develop a future roadmap that is sustainable and value-driven; where operations executives can progress their careers, and challenge themselves to stay ahead of the changing needs and skills demanded by today's ambitious enterprises.

Now in its fourth year, the HfS Blueprint Sessions provides both a networking and knowledge-rich experience for the global services elite. Mark your calendar and register today to attend the exclusive Chicago session.

To Register Now, Click [Here](#).



HfS Blueprint Sessions | CHICAGO DETAILS

When

Monday, November 17, 2014 -
Wednesday, November 19, 2014

Where

The Drake Hotel
140 East Walton Place
Chicago, Illinois 60611
USA

HfS Blueprint Sessions | CHICAGO SPONSORS





Set against the backdrop of Chicago's legendary Drake hotel, the Chicago sessions take a cue from the splendid architecture of the city, merging past, present and future into one fast-paced, synergetic event. With one foot planted squarely in the present, join us as we candidly explore what is working, what is not, and then step confidently into the future.

Attending Enterprises Include the Following

Abbot Laboratories	Hanover Insurance
AbbVie	HCSC
Aetna	Health Care Service Corporation
Allstate	Hospira
Argo Group	Houghton Mifflin
Associated Bank	JP Morgan Chase
Avery Dennison	Kaiser Permanente
Blue Shield of California	Kelly Services
Boeing	Kraft Foods
Chrysler	McGraw Hill Financial
Coventry Health	Nielsen
Crawford & Company	Northern Trust
Cigna	Optum
CUNA Mutual Group	Symphony
Desjardins	Systems in Motion
Deutsche Bank	Telenor
Dow Corning	UBS
Equifax	United Health
FCA	UPS
General Electric	USAA
General Star Management	Walgreens



HfS Blueprint Sessions | Chicago Agenda

Continuing the tradition of dynamic and collaborative discussions, the Blueprint Sessions | Chicago promises to take the most intimate look yet at the present state of the industry, as well as the future challenges and advancements of tomorrow. On board, are leaders from the provider and advisory world ready to collaboratively explore the health and future of global services and outsourcing.

Monday, November 17th

Buyers Only Sessions

1:30 - 2:00 p.m.

Registration (buyers only)

2:00 - 5:00 p.m.

Buyers Only Kick/Off Session: Is Outsourcing Really Working?

Discussion Lead: Rajesh Bhutani, Director - BPO Operations, CWCS, a division of Aetna, Inc.

Panelists:

Lee Coulter, CEO, Shared Services, Ascension Health

Jay Desai, Senior Director - Enterprise Outsourcing, AbbVie

John Haworth, Globalization COE Lead, Cigna

Jodi Keppler, Director, Global Business Services, Hospira

5:30 - 7:30 p.m.

Welcome Reception

Tuesday, November 18th

8:00 - 8:50 a.m.

Breakfast

8:50 - 9:00 a.m.

Welcome and Introduction

Speaker: Tom Ivory, COO, HfS

9:00 - 9:45 a.m.

Outsourcing Mega Trends:

Welcome to the As-a-Service Economy

Speakers: Phil Fersht, CEO, HfS and Charles Sutherland EVP of Research, HfS

9:45 - 10:30 a.m.

Reaching an Inflection Point in Provider Relationships:
Renew or Divorce?

Discussion Facilitators: Jay Desai, Senior Director - Enterprise Outsourcing, AbbVie

Saurabh Gupta, Director BPO Strategy & Consulting, AbbVie

10:30 - 11:00 a.m.

Networking break

HfS Blueprint Sessions | Chicago

Agenda Continued

Tuesday, November 18th continued

- 11:00 - 11:45 a.m.** The Pillars of Cost Reduction:
Reducing the Total Cost of Business
Discussion Facilitator: Lee Coulter, CEO, Shared Services,
Ascension Health
Charles Sutherland, EVP of Research, HfS
- 11:45 - 12:30 p.m.** Keynote: The Father of BPO Returns - Learning from the
Past to Shape the Future
Mark Hodges, Founder and CEO, Hodges Advisory, LLC (Co-founder
of EquaTerra, G2 and all-around industry visionary)
- 12:30 - 1:30 p.m.** Lunch
- 1:30 - 2:15 p.m.** Morality and Sustainability: Influencing How the
C-Suite feels About Outsourcing
Discussion Facilitator: John Haworth, Globalization COE Lead,
Cigna
Co-presenters: Phil Fersht, CEO, HfS
Barbra Sheridan-McGann, SVP Research, HfS
- 2:15 - 3:30 p.m.** Breakout Sessions: Are Providers Selling What Buyers
Actually Need?
Breakout Leads: Dave Brown, Global Lead, Shared Services &
Outsourcing, KPMG
Christa Degnan Manning, SVP, HfS
John Haworth, Globalization COE Lead, Cigna
Debbie Polishook, Group Operating Officer,
Accenture Operations
- 3:30 - 3:45 p.m.** Networking break

HfS Blueprint Sessions | Chicago Agenda Continued

Tuesday, November 18th continued

3:45 - 4:30 p.m.

The Advisor/Client Shoot Out

Moderator: Charles Sutherland, EVP of Research, HfS

Panelists: Peter Allen, Managing Director, Alvarez & Marsall
David Brown, Global Lead Shared Service & Outsourcing Advisory, KPMG
Rajesh Bhutani, Director BPO Operations, CWCS, a division of Aetna, Inc.
Lee Coulter, CEO, Ascension Health
Jay Desai, Senior Director Enterprise Outsourcing, AbbVie
Craig Libby, VP Strategic Sourcing Relationships, USAA
Anubhav Saxena, Executive Board member of Information Services Group (ISG, NASDAQ: III)
Chip Wagner, CEO, Alsbridge

4:30 - 5:30 p.m.

The C-Suite Providers Panel: How We Can Fix this Industry to Cross the Value Chasm

Moderator: Phil Fersht, CEO, HfS

Panelists: Nagendra P Bandaru, Global Head, Wipro BPS
Christine Gattenio, VP and Partner, IBM
Gajen Kandiah, Executive Vice President, Business Process Services | DigitalWorks, Cognizant
Rohit Kapoor, Vice Chairman and CEO, EXL
Danila Meirlaen, VP BPS, Hewlett-Packard Company
Keshav Murugesh, CEO, WNS
Abid Ali Neemuchwala, Head of Business Process Services, TCS
Debbie Polishook, Group Operating Officer, Accenture Operations
Gautam Thakkar, CEO, Infosys
Tiger Tyagarajan, CEO, Genpact

5:30 - 5:45 p.m.

Closing Remarks

Speaker: Phil Fersht, CEO, HfS

6:00 - 7:00 p.m.

Reception

7:00 - 9:00 p.m.

Dinner featuring author, blogger and visionary, Brian Sommer

HfS Blueprint Sessions | Chicago Agenda Continued

Wednesday, November 19th

7:00 - 8:00 a.m.

Breakfast

8:00 - 8:45 a.m.

From Global Business Services to Digital Business Services

Discussion Facilitators: Phil Fersht, CEO, HfS

Cliff Justice, Principal Advisory U.S. Leader,
Shared Services and Outsourcing Advisory,
KPMG

8:45 - 9:30 a.m.

Aligning Corporate Goals and Developing Value Levers
with Evolving Outsourcing Needs

Discussion Facilitator: Frank Cannata, SVP, Warner Bros.

9:30 - 10:15 a.m.

Next Generation Sourcing Office:
Crossing the Chasm from Cost to Value

Discussion Facilitator: Mike Beals, VP Governance Research
and Strategy, HfS
Craig Libby, VP, Strategic Sourcing
Relationships, USAA

10:15 - 10:30 a.m.

Networking break

10:30 - 11:00 a.m.

Developing a Digital Roadmap to Drive
Next-Generation Services

Discussion Facilitators: Pradip Khemani, Director of Global
Business Services, Blue Shield of California
Ned May, SVP, HfS

11:00 - 11:30 p.m.

The Future of Work in the As-a-Service Economy

Discussion Facilitator: Christa Degnan-Manning, SVP, HfS
Charles Sutherland, EVP of Research, HfS

11:30 - 12:15 p.m.

Robotic Process Automation: Moving Beyond the Hype

Moderator: Charles Sutherland, EVP of Research, HfS

Panelists: Mihir Shukla - CEO and Co-founder,
Automation Anywhere
Pat Geary, CMO, Blue Prism

12:15 - 12:30 p.m.

Wrap-up

Speakers

The HfS Blueprint Sessions draws top enterprise buy-side operations leaders, as well as the prominent thinkers and operators from the service provider and advisory world, to lead information-rich discussions on the state of the industry and the roadmap for tomorrow.

Esteemed Presenters include:



Peter Allen, Managing Director, Alvarez & Marsal

Peter Allen has seen all sides of the Outsourcing and Shared Services industry. His first experience was as a service provider, leading the global infrastructure services for JPMorgan in the mid-1990s. Leveraging that experience, he was CEO of an Applications and Data Center service provider during the dot-com period. Post-boom, Peter joined the sourcing advisory firm TPI where he led Client engagements for ITO and BPO, led the Shared Services practice, and promoted the industry's visibility by reporting on contracting trends. Not finished paying his dues, Peter rejoined CSC to lead Global Sales & Marketing and also lead the \$7B/year Managed Services business. All of this has fueled a passion for technology-enabled business services that, today, he brings to life for the buyers and providers in the "As a Service" economy as Managing Director and Practice Leader for Enterprise Services at the global consulting firm Alvarez & Marsal.



Nagendra P Bandaru, Global Head, Wipro BPS

Nagendra is the global head of Wipro Business Process Services (BPS) and he is a member of Wipro's management team. With over 20 years of diversified industry experience, Nagendra, based in the US, was until recently heading Wipro's insurance business globally, where he played a key role in transforming the insurance business.

Prior to this, over the last 16 years, Nagendra has undertaken varied roles across the organization – Wipro Mobility Solutions, Wipro Infocrossing, Electronic Commerce, Telecom Solutions, Knowledge Services, Financial Services and Wipro BPS. He built several businesses ground up and played a key role in transforming and restructuring under-performing businesses. Prior to Wipro, he worked with Tata Consultancy Services in the Securities Capital Markets industry delivering large, complex change programs in the areas of Custody and Depositories.

Nagendra, an avid reader, volunteers for social causes and invests his time in US schools encouraging students to take up science as a career. Nagendra holds a Masters Degree in Law (LLM) with a specialization in International Trade Law from the Amsterdam Law School, University of Amsterdam. He also holds a Masters in Management from TAPMI, He has Bachelor of Law as well as Bachelor of Science (Physics) Degrees.



Mike Beals, Vice President, Governance Research and Strategy, HfS

Mike Beals brings 20 years of HR, IT, BPO, relationship management, and outsourcing governance experience to HfS, where he contributes governance research, thought leadership and strategy for HfS' clients, in addition to leading training services for the HfS Governance Academy. The Academy's mission is to improve the relationships and capabilities of outsourcing buyers and providers through training, tools, and advisory services. Prior to HfS, Mike was leading governance training for The Selah Group, which became part of the HfS organization in July, 2013.

He previously served as the Vice President of Software at EquaSiis, a wholly owned company of EquaTerra that was acquired, with EquaTerra, by KPMG. Mike designed and built the EquaSiis Enterprise solution to manage large outsourcing deals and the associated complex commercial relationships. He previously led the Governance Practice for the first four years of EquaTerra. In that capacity, he was responsible for governance methodology and practice development. Throughout his career he has assisted clients in all stages of the outsourcing lifecycle, with primary emphases on the Source and Manage stages.

Prior to joining EquaTerra, Mike was President and Founder of Relationship Management Solutions, Inc. (RMS), an organization that provided training, tools, and consulting services to help clients assess strengths and weaknesses of their commercial relationships. Mike facilitated development of action plans to improve or align the relationships, and also assisted both the buyer and service provider community with governance and relationship management program development. RMS methodology and tools were acquired by EquaTerra in April 2003. Before founding RMS, Mike was the Vice President and Practice Leader for META Group Consulting's Sourcing Practice. There, he worked with senior IT and business management leaders on sourcing strategy development, supplier selection, supplier management, and organizational assessment and redesign.



Rajesh Bhutani, Director of Operations, CWCS, a division of Aetna, Inc.

Rajesh Bhutani joined Coventry Workers' Comp Services (CWCS), a division of Aetna, Inc. in 2009 as Director of Operations. Under his leadership, CWCS offshore operations grew from a one vendor/one process operation in 2009 to over 30 processes (voice, non-voice & clinical) with 6 vendors spread in 7 cities and two countries in 2014. It has over 800 FTEs processing medical bills, capturing medical claims data from scanned images, performing Utilization Reviews and adjudicating complex medical claims using highly skilled resources such as Certified Medical Coders & US Licensed Nurses.

Mr. Bhutani earned his MBA from Clark University in Worcester, Massachusetts and is a member of international honor society Beta Gamma Sigma. He is also a Cost Accountant from India and a Chartered Management Accountant from the UK.



Dave Brown, Global Lead, Shared Services & Outsourcing, KPMG

Dave is the Global Lead for KPMG's Shared Services and Outsourcing Advisory Practice and head of the Global Business Services (GBS) COE. In this role Dave provides Shared Service, Outsourcing and GBS advice to many of KPMG's larger, complex client deal structures. Dave has more than two decades of experience in IT and Business Process outsourcing, Shared Services design/build/implement, sourcing management, contract renegotiations and finance budgeting, planning and analysis. Dave also delivers hands-on services as a Client Executive and has led many multi-national deals and provided leadership support on several large and complex deals for both IT and Business Processes.

He is a regular presenter at industry conferences around the world and has published numerous articles, podcasts, research papers and interviews on related sourcing topics.



R. Lee Coulter, Chief Executive Officer, Shared Services, Ascension Health

Lee joined Ascension Health in September 2010 and is currently leading shared services for the Symphony transformation as CEO of the new Ministry Service Center based in Indianapolis.

Lee Coulter is an internationally recognized expert and sought after speaker in Shared Services, Information Technology, Business Process Outsourcing (BPO) and Business Process Transformation. Lee is an industry analyst with HfS Research, a senior advisor with Frontier Strategy Group, and serves on the Global Steering Team of the Shared Services and Outsourcing Network. He has consulted and advised many of today's largest companies in shared services, outsourcing, and business process transformation.

Lee has more than 25 years of experience in shared services. He spent 15 years as a commercial service provider with General Electric in healthcare and hospital services as well as IT services. In the last 8 years, he has built and led multi-function shared services internally for companies such as AON and Kraft. Lee also has been deeply involved with the emerging market regions for more than 15 years having lived in Asia and Latin America.



Christa Degnan Manning, Senior Vice President, HfS

Christa Degnan Manning leads global workforce and talent strategies and solution provider research for HfS. In this industry-unique practice, she investigates workforce optimization - how companies best get work done today with hybrid networks of traditional employees, contractors, and third party service providers. In addition, she supports firms in selecting the software and service providers that help find, manage, and motivate all types of workers across the extended enterprise of today.

Based on two decades of experience in market research and Fortune 100 company team leadership with successful profit and loss responsibility, Christa also helps companies understand and document value - particularly beyond cost savings - for sourcing and governance decision support and return on investment calculations in workforce management and employee experience enhancement initiatives.

Frequently quoted by leading business and trade publications, Christa draws on an extensive history of experience working for companies such as American Express, the Aberdeen Group and AMR Research/Gartner Group. Speaking at industry events throughout her career, Christa has also served on many advisory boards, most recently the Association of Corporate Travel Executive (ACTE) Global Education Conference planning committees, the Global Business Travel Association (GBTA) Foundation's Industry Advisory Council, and Executive Travel Magazine's Corporate Travel Advisor & Professional (CTAP) Board. She is currently co-chair of the Women in Travel (WINiT) Strategy and Statistics Committee.



Jay Desai Senior Director - Enterprise Outsourcing, AbbVie

Jay's experiences across the buy-side and the sell-side of outsourcing have helped him develop a unique combination of skills across enterprise-wide outsourcing & offshoring, global service delivery, vendor risk management, process transformation and change management. Presently, Jay is in the process of setting up the Enterprise Outsourcing function at AbbVie to support their Global Business Services strategy.

Prior to joining AbbVie, Jay served as a SVP at Northern Trust, where he headed up the Global Sourcing team and was responsible for designing, implementing and managing their enterprise-wide offshoring/outsourcing function in addition to supporting strategic planning for Operations & Technology. Earlier in his career, Jay served as a Relationship Director in the Banking & Financial Services Practice at Tata Consultancy Services (TCS), where he helped clients develop and implement their strategies for offshore outsourcing. Jay has also worked with Reuters, Hongkong and Shanghai Banking Corporation (HSBC) and Standard Chartered Bank in positions of increasing responsibility.



Phil Fersht, Founder and Chief Executive Officer, HfS

Phil Fersht founded HfS Research in early 2010 and has overseen the growth and development of the organization to become the leading analyst authority and knowledge community for global business services. He is a renowned expert in the fields of Business Services and IT Strategies and frequently discusses complex industry-specific issues that impact how enterprises manage their global business operations.

He is also author and creator of the acclaimed blog for the global services industry, entitled "Horses for Sources", now entering its eighth year with over a million visits

annually from across the globe, in addition to hundreds of reports and articles. Fersht was named "Analyst of the Year 2011" by the Institute of Industry Analyst Relations (IIAR), winning the premier analyst award for a second successive year - the most coveted global award for industry analysts in technology and services industry.

Over the past 18 years, Fersht has lived and worked extensively in Europe, North America and Asia, where he has advised on hundreds of operations strategy, outsourcing, and shared services engagements. At HfS, Fersht directs and contributes to the firm's research, advisory and global knowledge community, which today totals over 145,000 professionals.

During his career, Phil Fersht has worked at AMR Research (Gartner Inc.), leading the firm's BPO and IT Services practices and served as market leader for Deloitte Consulting's BPO Advisory Services, where he led numerous outsourcing and offshoring advisory engagements with Fortune 500 enterprises. He also worked for outsourcing consultancy Everest Group, where he established the company's BPO research practice. Phil began his career at IT analyst IDC where he worked in the firm's European, US and Asia/Pacific operations.

Under his leadership, HfS Research was named first in rising influence among leading analyst firms, according to the 2013 Analyst Value Survey, and second out of the 44 leading industry analyst firms in the 2013 Analyst Value Index. In 2012, the International Institute of Analyst Relations (IIAR), the premier body of analyst-facing professionals, awarded HfS research analyst industry's Most Innovative Analyst Firm in 2012.



Christine A. Gattenio, Vice President, Global Finance & Administration & B2B Customer Services Practice Leader, IBM Global Process Services

Chris Gattenio leads the strategy, development, innovation and brand management of Finance & Administration (F&A) and Business-to-Business Customer Service (CS) offerings in IBM's Global Process Services (GPS) business. Her broad executive management experience brings to IBM a proven track record of accelerating high-growth businesses to success and market leadership.

Previously, Chris was Senior Vice President, Marketing and Sales Development, for Equitant, the premier Customer Service & Order-to-Cash outsourcing provider. Prior to joining Equitant, Chris spent more than 25 years in various executive finance, sales, and operations management positions for such companies as The Hackett Group, National Education Corporation, and Price Waterhouse.

At The Hackett Group, Chris served as Senior Vice President, Client Management, and President, Benchmarking Business, building the benchmarking business and advising senior executives of numerous Fortune 500 global corporations. Chris continues to support Hackett and the marketplace as a Hackett Fellow.



Pat Geary, CMO, Blue Prism

Pat Geary has over 20 years of international marketing experience across a range of large multinational and start up software and hardware businesses. Pat has lead Blue Prism's marketing function for the last 5 years pioneering the Software Robot and Robotic Process Automation market. Previously as CMO for Livestation; he launched the world's first global TV news platform on the Internet. Pat's previous experience included international corporate marketing roles at Searchspace, Sequent Computer Corp and DEC. He holds an honours degree in Computer Science.



Saurabh Gupta, Director BPO Strategy and Consulting, AbbVie

Saurabh is AbbVie's Director for BPO Strategy and Consulting. Saurabh works collaboratively with AbbVie's business stakeholders to optimize and innovate existing BPO relationships and identify new opportunities of value creation for AbbVie.

Saurabh spent the last ~10 years with Everest Group leading their BPO practice where he advised senior stakeholders of the BPO industry including enterprises, service providers, investors, and industry/country associations. He has also published 125+ research reports on various BPO segments including F&A, HR, procurement, and industry-specific BPO and is a frequent speaker on the subject. Before Everest Group, he worked with Infosys Technologies – a provider of outsourcing services.



John Haworth, Globalization COE Lead, Cigna

John Haworth is known as an innovative thinker and architect of breakthrough business strategies, having originated several early stage outsourcing companies and strategic initiatives. Today, he heads the Globalization Center of Excellence for the \$35B healthcare insurer Cigna, where he oversees the company's BPO delivery model, the execution of strategic transactions and the company's use of BPO as an enabler of its rapid globalization.

Prior to joining CIGNA in 2009, Haworth was for several years Consulting Principal with the outsourcing law practice of Pillsbury Winthrop Shaw Pittman – leading multiple, global BPO transactions. Haworth has been involved with BPO since the early days of the industry. He was a co-founder of Fidelity's HRO business as well as the founder of PeopleSoft's outsourcing practice.

Haworth has a Masters degree in Technology Strategy from the Institute for Technology Strategy and Policy, jointly formed between Boston University and MIT.



Mark Hodges, Founder and CEO, Hodges Advisory, LLC

Mark is the founder and CEO of Hodges Advisory, a specialty advisory firm that counsels founders on their companies' growth, how to scale, and liquidity alternatives. As a member of the firm, he provides management expertise, board supervision, expert industry resources, liquidity alternatives, capital investment, and interim management, creating \$1.16B in incremental and realized value for more than 50 founder clients.

With 25 years of international experience and responsibilities, including expatriation, he has the deep experience necessary to build high growth companies in both business services and technology services, as well as a proven track record of making founders and executives extremely successful.

Prior to success at Hodges Advisory, Mark was a co-founder and chairman of the board at EquaTerra and prior to that, a managing partner in the Strategy, Corporate Development and BPO Practice at TPI.



Cliff Justice, Principal, Advisory U.S. Leader, Shared Services and Outsourcing Advisory, KPMG

Cliff has been with KPMG since 2008 and leads KPMG's U.S. Shared Services and Outsourcing Advisory practice. He is a leading authority in global service delivery model design and sourcing with more than 20 years of experience in operations, shared services, outsourcing, offshoring and enterprise services transformation.

In 2011, Cliff led the acquisition and integration of EquaTerra into KPMG which created the world's leading Shared Services and Outsourcing Advisory firm. Cliff has been a part of over 50 significant service delivery model transformations, outsourcing transactions, cost optimization and operational improvement initiatives since 1999.



Gajen Kandiah, Executive Vice-President & Global Managing Director Business Process Services (BPS), Cognizant

Gajen Kandiah is the Executive Vice-President and Global Managing Director of Cognizant's Business Process Services business unit. In this role, he is responsible for accelerating the growth of the BPO business, developing services and solutions leveraging the synergies between ITO and BPO, and extending Cognizant's capability to become a leading provider of Business Services Automation and Management solutions. These solutions include Business Process-as-a-Service (BPaaS) and combine new business, delivery and commercial models to help customers embrace the Future of Work. In addition, Mr. Kandiah is one of the executive sponsors for Cognizant's 2015, "Transform Revenue and Service Line" initiative.

Previously, Mr. Kandiah successfully managed and grew multiple lines of business and new revenue streams for such areas as Cognizant's Information, Media and Entertainment; Manufacturing Logistics; Consumer Goods; and Communications business units. Mr. Kandiah also founded and led Cognizant's Advanced Solutions

Group (ASG), Global Technology Office (GTO), and Quality Engineering and Assurance (QE&A) business unit.

A proven entrepreneur and business leader, Mr. Kandiah has spent over two decades building winning businesses for multinational corporations and startups. He co-founded NerveWire, Inc. (acquired by Wipro), a venture capital-backed management consulting and systems integration firm. As NerveWire's founding COO, Mr. Kandiah was responsible for the firm's organic revenue growth to \$50 million in revenue and profitability, as well as cultivating its innovative culture.



Rohit Kapoor, Vice Chairman and Chief Executive Officer, EXL

Since EXL started its operations in 1999, Rohit Kapoor has held various roles including CFO and President and Chief Operating Officer. Prior to joining EXL, Rohit was a business head at Deutsche Bank and led a marketing team that serviced clients in Europe, the Middle East and the Indian Sub-continent. He also managed the venture capital and private equity investments of several Ultra High Net Worth clients in start-up companies both in the U.S. and Indian TMT sectors. Rohit successfully raised several rounds of venture capital funding for various companies and he was also involved in the structuring of their investments. Earlier, he worked for eight years with Bank of America - five of which were in Private Banking in New York and three in Corporate Banking in India. Rohit serves on the Boards of CA Technologies (NASDAQ: CA) and Pratham's New York Tri-State's chapter. Rohit holds a B.Tech from IIT Delhi, India and an MBA from the Indian Institute of Management, Ahmedabad, India.



Jodi Keppler, Director, Global Business Services, Hospira

Jodi has spent almost 20 years working to help improve companies' support functions. She has the triumvirate experience working as an advisor, the buy side and the sell side. She has structured and led internal process transformations and establishment of captive shared service organizations. Additionally, she has led multiple client outsourcing assessments, contract negotiations and transitions efforts as well as established and run global governance organizations.

Jodi's current role is Global Business Services Director at Hospira where she leads the development of Hospira's GBS strategy, the building of an enterprise-wide governance function, and is the relationship manager for Genpact, one of our key strategic outsourcing partners. Previously, she was part of KPMG/ EquaTerra/ Gunn Partner's shared service and outsourcing advisory practice. She began her staff function support career at CAN where she established one of the first shared services organizations.



Pradip Khemani, Director of Global Business Services, Blue Shield of California

Pradip Khemani is the Senior Director, Global Business Services at Blue Shield of California and leads the team of resources with the capabilities and processes to deliver strategic sourcing and vendor management excellence. The sourcing team is responsible for the management and execution of the enterprise sourcing process including supporting the business in making effective sourcing decisions. The vendor management team is responsible for the day to day process management for the business processes outsourced to vendors' for various customer operations processes.

Pradip has over 19 years of international business experience with diverse expertise in business process sourcing strategy, vendor governance and performance management, process delivery excellence, marketing and sales. Over the past decade and a half, he has developed and executed global sourcing strategies, built robust and sustainable vendor management practice across a broad multi-functional scope to drive value creation.

Prior to Blue Shield of California, Pradip was the Vice President, Performance and Relationship Management for Telemarketing Management Services at Washington Mutual Card Services for new card acquisition, card activation and enhancement products sales through the phone and reply card channels. Pradip has a Bachelor of Engineering Degree in Electronics Design Technology from India and is a certified Six Sigma DMAIC Champion.



Craig Libby, VP, Strategic Sourcing Relationships, USAA

Craig is currently USAA's enterprise executive responsible for the firm's Strategic Provider Relationship Management practice. He provides strategic governance, education, advice and relationship building related to all things sourcing on behalf of USAA.

Craig brings over 18 years of cross-discipline operations, process improvement and innovation experience with Fortune 500 companies including GlaxoWellcome, Premier Inc., Bank of America, Wachovia, Wells Fargo and currently USAA. He has held numerous process improvement, innovation, operations and sourcing leadership positions to include helping to stand up Bank of America's and Wachovia's innovation programs, as well as Quality & Productivity engineer, heading up both Wachovia's and USAA's process improvement programs.

Craig has been certified Black Belt through the American Society for Quality (ASQ), as well as a member of the International Association of Outsourcing Professionals (IAOP).



Ned May, Senior Vice President, HfS

Ned is Senior Vice President of Research and a member of the research leadership team at HfS. His remit is to develop and inspire cutting edge research focused on the technology enablement of business services. His coverage areas include IT Services, BPO, enterprise mobility and media strategies. As a senior adviser to IT and business executives, Ned recognizes the characteristics of emerging market leaders and sees nothing but great opportunity for HfS in the coming years.

Ned comes to HfS from research firm Outsell where as a Practice Leader he grew and served the company's largest strategic accounts across the media and publishing industries. He also oversaw the firm's cross industry research that served the industry's leading technology suppliers. While at Outsell Ned oversaw the development of an interactive online benchmarking tool serving executive management and authored many groundbreaking studies including ones on the impact of emerging technologies, the evolution of business information, and the new opportunities presented by mobile interfaces.

Widely quoted in the global press, Ned has been a regular speaker across a broad range of leading industry events. He has also appeared on PBS's Nightly Business Report and FOX Business.



Danila M. Meirlaen, Vice President BPS, Hewlett-Packard Company

Danila Meirlaen is Vice President, Global Business Process Services (BPS). She is responsible for establishing BPS' long term strategy and vision and manages the overall organisation, allocating investments across the portfolio, ensuring we deliver standard service offerings and materials, subject matter expertise, technology and design engineering and solutioning to enable and support sales growth. She and her team ensure HP customers receive world-class service for a full array of services delivered from many countries.

Previously, Danila was Vice President BPS, Europe, Middle East and Africa (EMEA) for HP Enterprise Services. Danila has spent almost 30 years in IT with more than 15 years delivering and selling transformational CRM solutions to Fortune 500 companies. This encompassed sales development and support, product management and operational excellence for global operations and account delivery management.

Prior to this, Danila was responsible for the development and implementation of EDS' BPS strategy in EMEA recommending both short and long term strategies for strengthening the value proposition and growing the business with existing and prospective clients. Previous roles include EDS EMEA Director of CRM Management Services, EDS EMEA Director Request Management Centers, establishment of BPS platform EMEA wide and implementing and sustaining productivity improvements.



Keshav Murugesh, Group CEO, WNS Global Services

Keshav Murugesh is a global business leader with a strong track record of turning around companies with his astute vision and strategic leadership. A Chartered Accountant-turned-CEO, Mr. Murugesh has more than 25 years of rich experience in the IT and ITES industries.

His vision and drive for excellence have helped companies create value for their shareholders, outperform the expectations of clients, be recognized as employers of choice and contribute to sustainability by building the communities in every country that they operate out of. In the two consecutive success stories under his stewardship, Syntel and WNS Global Services, he has helped create a combined market capitalization of USD 3 Billion.

Apart from his professional crests, Mr. Murugesh was elected as Co-chairman of the NASSCOM* Business Process Management (BPM) Council in 2012 and as its Chairman in 2013. Under his leadership, the industry is going through a massive re-branding exercise from its identity as BPO to BPM.

*National Association of Software and Services Companies (NASSCOM) is a trade association of Indian Information Technology and Business Process Outsourcing industry.



Abidali Z Neemuchwala (Abid), Global Head for Business Process Services, TCS BPS

Abid has rich experience in Business & Technology Operations, Process & Consulting. He headed Global Delivery and Services for North America, and implemented the Global Network Delivery model for US clients and was Global Head of Process Excellence. Abid has been sponsor for various GDC's that TCS established in Eastern Europe, Asia, Middle East and Latam apart from US where he has deployed One Global Service Standard.

Abid, as General Manager, Global Delivery for India West, headed and expanded operations in Mumbai, Pune and Gujarat from 2004 to 2007 and was responsible for delivering services from western India to 200 plus Indian and global customers with an organization over 17000 people, which he grew from under 5000 in just three years. Earlier he managed TCS' operations in US Midwest and led TCS sales in Japan and pioneered TCS in South Africa.

In TCS for 22 years, Abid has been involved in setting up relationships with various customers for TCS and has been executive sponsor for a number of key clients of TCS. He is responsible for integrating within his operations, TCS acquisition of Citigroup's captive of over 12,000 people, which has been recognized as one of the most successful M&A by an Indian IT firm.



Debbie Polishook, Group Operating Officer - Accenture Operations

Debbie Polishook is group operating officer for Accenture Operations, responsible for executing the business strategy and driving operational excellence across Accenture Operations.

Prior to this role, Debbie was the Global Quality and Client Satisfaction Lead for Business Process Outsourcing (BPO) as well as the lead for Accenture's Business Support Services team that provides a set of common services across our BPO contracts.

Before working in Outsourcing, Debbie was the managing director of our Media and Entertainment client portfolio in the Northeast United States where her media clients included, Washington Post, Tribune Company, Wall Street Journal, Simon & Schuster, Viacom, Scholastic, Pearson Publishing, and McGraw-Hill.

During her 29-year tenure at Accenture, Debbie has led many transformational programs that have dramatically improved Accenture's clients' business performance.



Anubhav Saxena, Executive Board Member of Information Services Group (ISG, NASDAQ: III)

Anubhav Saxena is a respected leader in the global sourcing industry with two decades of experience working with major information technology service providers. In his current role, he is responsible for ISG Global Managed Services, one of the company's fastest-growing business units and a major contributor to its revenue and long-term strategic success. Anubhav also manages the Global Research and Data Services business, which continues to provide valuable insights across the sourcing lifecycle to enterprises and service providers around the world.

Before joining ISG, Anubhav held a series of senior executive positions with HCL Technologies, among the fastest-growing IT products and services companies in the world. Most recently he was responsible for business development, OEM alliances, and all horizontal and vertical service offerings worldwide, after founding and leading HCL's IT Infrastructure and ITO Services businesses through a period of rapid growth and expansion. While at HCL, he was pioneer in developing the company's SaaS /Cloud Computing services. A founding member of the G2000 IT Client Executive Councils, Anubhav has been a regular presenter at the World Economic Forum and a recipient of a number of CXO awards. He earned a Bachelor of Engineering (Electronics) degree from the University of Pune, India.



Barbra Sheridan McGann - Senior Vice President, Research, HfS

Barbra Sheridan McGann is a Senior Vice President, Research, at HfS. This role encapsulates her passion for research, analysis, and strategy, which has been 20 years in the making. Barbra's scope of work covers the business process outsourcing and emerging 'as a service' market broadly, as well diving into industry and functional areas of Healthcare & Life Sciences, Public Service, and Marketing. She's been recognized for her ability to distill complex issues and focus on a straightforward plan of action.

As the business process outsourcing market has matured, Barbra has tracked, analyzed, and advised on market and competitive moves and meaning for Accenture for over 5 years. She worked with Accenture leadership globally to develop organic and inorganic strategies that drove growth of new and mature offerings. Prior to that, Barbra helped launch and build the unique partnership between Accenture and Microsoft that created Avanade, an IT services company, focusing on the Public Sector and Financial Services markets. Barbra's career at Accenture started with reviews and events on software selection in the enterprise resource planning software market.



Mihir Shukla - CEO and Co-founder, Automation Anywhere

Mihir is a visionary in the automation space, having helped define a new, multi-billion dollar market category for robotic process automation (RPA). With the aim of constantly producing and innovating on automation software that facilitates a continuous cycle of automation, Mihir leads the charge in driving billions of dollars in savings to millions of businesses, transforming the way they operate. An engineer at heart, Mihir focuses Automation Anywhere as a whole on creating groundbreaking technology that changes the way businesses think about automation. His previous experience includes leadership roles in internet, e-commerce, and wireless market leaders at the forefront of innovation like E2Open, Kiva, ISN, Netscape, Infoseek, and Omnisky.



Brian Sommer, Author, Blogger and Visionary

Brian is a ZDNet columnist and renowned ERP software expert with decades of expertise in shared services, ERP implementations and selections. His client list includes a significant number of Fortune 500 firms, consultancies and technology vendors. Brian has keynoted at numerous professional association, ERP and other software conferences. Brian has been an expert witness in major ERP software litigation and is one of the top research analysts in the ERP space. Brian was recently listed as one of Software Advice's Authority Award winners in the ERP area. Brian has published over 600 articles in the technology space including pieces for prestigious publications like Optimize and Wall Street Journal Europe. Brian has testified before the US Treasury Department's Pathways Commission regarding the future of the Accounting Profession.

Brian is a former partner with Andersen Consulting (now Accenture). He ran their global Software Intelligence, Finance Center of Excellence, and, Human Resources Center of Excellence organizations.



Charles Sutherland, Executive Vice President of Research, HfS

Charles Sutherland is the Executive President of Research at HfS. In this role he oversees the entire research agenda for HfS while also maintaining coverage personally over supply chain, procurement and mortgage services. He also researches and writes about BPO service provide strategies and how automation and SMAC (Social, Mobility, Analytics and Cloud) is creating value for buyers and new sources of growth for the BPO marketplace.

Charles has been in the BPO marketplace for more than 12 years including roles as the Chief Strategy Officer for SourceHOV and and the Managing Director, Growth & Strategy for Accenture's multi-billion dollar BPO Growth Platform. In these roles he has had a breadth of experience in thought leadership, strategy development, acquisitions, business development and long term investment planning in BPO.

Charles has also had Growth & Strategy roles for Accenture in Infrastructure Outsourcing and for the Communications, Media and High Tech Operating Group. Prior to that he was a Strategy Consultant in London for Accenture serving clients in the Media, Communications and Consumer Goods industries. If you go even further back in time he was also a Marketing Director for Olivetti in Canada and Europe. Charles has an MBA from INSEAD in Fontainebleau, France and an Honors BA in Economics and Political Science from the University of Toronto.



Gautam Thakkar, Executive Vice President Chief Executive Officer, Infosys BPO

Gautam Thakkar is an Executive Vice President at Infosys and is the Chief Executive Officer of Infosys BPO. As a founding member, Gautam has played a key role in setting up Infosys BPO in 2002.

Prior to this, Gautam was Vice President and Head of Enterprise Services business, including finance and accounting, sales and fulfillment, human resource outsourcing, sourcing and procurement, legal process outsourcing, and customer services. Gautam was responsible for over 15,000 professionals contributing more than 70 percent of the revenue for Infosys BPO. He has held various roles in Infosys BPO leading sales, transition and transformation programs across industry lines. He has also led the marketing function and managed industry analyst and deal advisory relationships for Infosys BPO.



NV "Tiger" Tyagarajan, President and CEO, Genpact

Based in New York, Tiger is credited as one of the industry leaders who pioneered a new global business model and transformed a division of GE (formerly GE Capital International Services) into Genpact, a leading business process management and technology services company with \$2.1 billion in annual revenues in 2013.

Tiger frequently writes and speaks about global talent issues, continuous skill development, and the importance of building a strong corporate culture. He is also passionate about diversity and serves as one of the founding supporters of the US chapter of the 30% Club, an organization of CXOs focused on achieving better gender balance at US companies. Tiger is also a member of the WSJ CEO Council.



Chip Wagner, Chief Executive Officer, Alsbridge

Chip has 32 years of business experience including 20 years of professional services, IT outsourcing, business process outsourcing, and seven years in the telecommunications market. Chip has worked with hundreds of organizations in a variety of industries and countries. He has been directly involved in more than \$15B in sourcing transactions. Prior to joining Alsbridge, Chip was VP – Process Engineering & Business Transformation at USAA, President of Adea Solutions, CEO of Marconi Wireless and President of Marconi North America. He also was with EDS for 11 years in a variety of sales and general management capacities.

Guest Room Accommodations



HfS Research has secured a block of rooms at the Drake Hotel in Chicago for Monday, November 17th and Tuesday November 18th, at a nightly rate of \$279 plus tax.

The room block has officially ended, but there are a few rooms left at the discounted rate. If you would like to secure accommodations at the Drake, please contact [Madeleine Sweigart](#) regarding availability.

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We are one of the world's leading organizations providing management consulting, technology and outsourcing services, with more than 293,000 employees; offices and operations in more than 200 cities in 56 countries; and net revenues of \$28.6 billion for fiscal 2013.

Our four growth platforms—Accenture Strategy, Accenture Digital, Accenture Technology, Accenture Operations—are the innovation engines through which we build world-class skills and capabilities; develop knowledge capital; and create, acquire and manage key assets central to the development of integrated services and solutions for our clients.



At Automation Anywhere, we believe that people who have time to create, think, and discover build great companies. That's why we've dedicated the last decade to driving the adoption of robotic process automation technology in leading Financial Services, BPO, Healthcare, Technology, and Insurance companies—to name a few—across more than 90 countries. Our intelligent process robots transform the way businesses operate, delivering complex business and IT work across a range of processes including procure-to-pay, quote-to-cash, HR administration, claims processing, and thousands of other front and back office processes.



Blue Prism's Robotic Process Automation software enables business operations to be agile and cost effective through rapid automation of manual, rules based, back office administrative processes. Reducing cost and improving accuracy by creating a virtual workforce, built by the operational team themselves using the "self-service" technology from Blue Prism to rapidly build and deploy their own automations through leveraging the presentation layer of existing enterprise applications, managed within an IT governed framework. The technology and methodologies have been developed over numerous large scale and complex deployments in major Banks, Telco's, Utilities, Healthcare and BPO's. and processes.

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Cognizant is one of the largest providers of consulting, information technology and business process services. Our passion is helping clients worldwide build stronger businesses and maximize their competitive performance through innovative technologies and processes.

Cognizant BPS (Business Process Services) is a leader in industry aligned processes that help companies run better through operational efficiencies, automation, and streamlined processes, and also helps companies run different through enhanced customer experience, analytics, business digitization and operational transformation. Global companies across financial services, insurance, healthcare, life sciences, technology, communication, retail and hospitality work with us to modernize their processes through integrated IT and business process services to gain advantage in the marketplace. For more information about Cognizant BPS, please visit:

<http://www.cognizant.com/business-process-services>



HP is a world leader in business process services (BPS), with 45,000 professionals serving more than 300 enterprise and government clients and nearly 700 small / medium businesses in 32 countries. We provide strategy, solutions, services, and products designed to solve complex business issues and achieve better business results. Our comprehensive portfolio has a variety of cross-industry and industry-tailored business services, including finance & accounting, business analytics, customer experience, HR / Payroll, healthcare and financial services. Supplemented by applications and IT experience and in-depth, industry-specific knowledge our BPS offerings provide business-focused solutions tailored to client's strategic goals.

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Infosys BPO Ltd. (www.infosysbpo.com), the Business Process Outsourcing subsidiary of Infosys Limited, was set up in April 2002. Since then, it has grown steadily, to close FY 2013-14 with revenues of \$665.20 million. The company has centers in India, Poland, the Czech Republic, the Netherlands, South Africa, Puerto Rico, Brazil, Mexico, Costa Rica, the United States, China, the Philippines, Japan and Australia, and as of March 31, 2014, employed 28,581 people. The company services over 144 clients and its performance has consistently been above the industry average.

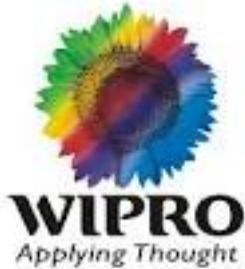
Infosys BPO has been consistently ranked among the leading BPO companies and has received over 60 awards and recognitions in the last 5 years from key industry bodies and forums like the International Association of Outsourcing Professionals, Outsourcing Center, SSON, and NOA, among others. Infosys BPO also has very robust people practices, as substantiated by the various HR-specific awards it has won over the years. The company has consistently been ranked among the top employers of choice, on the basis of its industry leading HR best practices. The company's senior leaders contribute widely to industry forums as BPO strategists.



Established in 1986, Sutherland Global Services is a global provider of business process and technology management services offering an integrated portfolio of analytics-driven back-office and customer facing solutions that support the entire customer lifecycle. It is one of the largest, independent BPO companies in the world serving global leaders in major industry verticals. Headquartered in Rochester, N.Y., Sutherland employs over 30,000 professionals and has locations across the United States, Brazil, Slovakia, Morocco, Philippines, Malaysia, China, India, UAE, Egypt, Bulgaria, UK, Canada, Mexico, Colombia, Australia, and Jamaica. For more information, visit www.sutherlandglobal.com

Wipro helps customers do business better by leveraging our industry-wide experience, deep technology expertise, comprehensive portfolio of services and vertically aligned business model. Our 55+ dedicated emerging technologies 'Centers of Excellence' enable us to harness the latest technology for delivering business capability to our clients.

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“Wipro BPS is a global leader in providing next generation technology-led business process services to global enterprises. Our industry focus spreads across BFSI, Telecom, Insurance, Healthcare, Manufacturing, Retail, Transportation, Energy and Utilities. We deliver accelerated business results across functions covering Sales and Marketing, Finance and Accounting, Sourcing and Procurement, Human Resource, Knowledge Services and Customer Relationship Management. Our unique Business Service Delivery Platform Base)))™ with pre-configured expertise, ease and inbuilt governance helps to meet business goals, reduce costs & leakage, drive business excellence and act as a transformation catalyst for both the front office and back office operations. Spread across 13 countries, our 37 delivery centers deliver superior customer experience and high levels of efficiencies through our distinctive talent pool built on domain and operations leadership promising predictable business results.”



WNS is a leading global business process management company. WNS offers business value to 200+ global clients by combining operational excellence with deep domain expertise in key industry verticals, including Utilities, Banking & Financial Services, Insurance, Travel and Leisure, Manufacturing, Retail and Consumer Packaged Goods, Telecommunications, Media & Entertainment, Shipping and Logistics and Healthcare.

WNS delivers an entire spectrum of business process management services such as finance and accounting, customer care, technology solutions, research and analytics, procurement and sourcing, professional services and human resource outsourcing solutions.

WNS operates through 36 delivery centers spread across 10 countries.

