



### **Interviews from IAOP's Outsourcing Hall of Fame**

*The Outsourcing Hall of Fame is one of the most prestigious awards available to individuals working in the field of outsourcing. It is unique in that it recognizes these individuals not only for their contributions to the management practice and industry of outsourcing, but also for their contributions to society at-large. Inductees have demonstrated that unique quality of leadership that enables them to synthesize a new business model with the obligation to contribute to community-based economic development, support socially-directed investments, educate and provide development opportunities to all those impacted by our work.*

*The International Association of Outsourcing Professionals (IAOP) announce that **Lynn Blodgett**, president and CEO, ACS; **Marty Chuck**, COP, founder, The CXOs and former CIO of Electronic Arts, Inc. and Agilent Technologies; and the late **Peter F. Drucker**, are its 2009 inductees into The Outsourcing Hall of Fame. The recipients were selected by IAOP's Advocacy & Outreach Committee, chaired by Atul Vashistha, CEO of neoIT, and were inducted into the Hall of Fame at IAOP's annual conference, The Outsourcing World Summit, on February 17, 2009.*

*With the newest inductees recently announced, **Brenna Garratt**, CEO of **The Delve Group**, and member of IAOP's Advocacy & Outreach Committee recently interviewed past Hall of Fame inductees about how the honor impacted their career and worldview. Participating in the interviews were **Kevin Campbell** – Group Chief Executive – Outsourcing, Accenture; **Ralph Szygenda** – Vice President and CIO, GM Corporate Communications; **Ron Kifer** – Group Vice President and CIO, Global Information Services, Applied Materials and **Filippo Passerini** – Global Services Officer and CIO, Procter & Gamble. We'd like to share results of the interviews.*

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***What has the impact of being selected as a recipient of The Outsourcing Hall of Fame meant to your organization and to you personally?***

**Kevin Campbell:** It's an important recognition of the ability on a long-term basis to contribute to the industry beyond any company or any deal. Its ability to contribute puts outsourcing front and center and represents the good work of teams. Other people look at it as a distinction that's important.

**Ralph Szygenda:** It has confirmed the innovation of the extensive outsourcing model that has been implemented at GM by the Information Systems and Services team that I am honored to lead.

**Ron Kifer:** The IAOP has become the pre-eminent driver of the professionalization of the outsourcing discipline. For those of us who have practiced this discipline for many years without the benefit of generally accepted best practices or standardization of terms or knowledge base, it has been a struggle to educate and gain acceptance for many of these practices.

Being inducted into the Outsourcing Hall of Fame is more than an honor, it is an acknowledgement that your efforts have had a profound effect not only upon the profession, but also upon the social

landscape within which we live and work. Applied Materials has a long tradition of social responsibility and involvement in the community, and this is reflected in our corporate mission of using nano-manufacturing technology to improve the way people live. Strategic outsourcing, however, was not seen as a means of helping achieve this mission or supporting these core values.

My induction drew attention to how our managed service sourcing strategies had not only made our company stronger and more competitive, but also reinforced our corporate value for social responsibility on a global scale. On a personal level, the industry visibility that I gained through my induction has helped me play a more proactive role in working with my peer CIO's and their organizations to achieve similar results.

**Filippo Passerini:** It is a personal honor to be receiving this recognition. It is a tribute to our GBS employees as well as to our strategic business partners who, day in, day out, work with us to drive innovation and to deliver great value, high quality business services.

*As you know, the criteria for award has multiple facets to it – from making contributions to the management practice and industry of outsourcing to contributions to society at-large through outsourcing. As the recipient of this prestigious award, has your priorities or commitments to the outsourcing profession changed or evolved? If so, in what way?*

**Kevin Campbell:** Primarily made me think about what is the lasting contribution that we have and certainly all of the political “stuff” helps to reinforce what we stand for. When I accepted the award, I talked about the role of life long learning and job creation that I think outsourcing can play. I go back to when we won the DuPont deal, I was on CNBC with Bill Griffeth, and he said, “Outsourcing? That’s about losing jobs” but no, it’s about job creation. People still don’t get that.

As you travel around the world, you see dedication to lifelong learning is important. So, if anything we can do to educate people on the benefits of outsourcing and how it can be a strategic weapon but also educating people on the importance of life long learning is critical.

**Ralph Szygenda:** I do not believe my priorities and commitments to the outsourcing profession have changed or evolved. I continue to appreciate my responsibility to share experiences and learning with others in various industries. This is an important leadership quality.

**Ron Kifer:** I believe that my commitment to the profession will always remain top of mind, but the priorities are definitely shifting as we work to evolve our discipline and its impact on our organizations and communities. While cost optimization and staffing flexibility were the clear drivers for these strategies in the beginning, more and more emphasis is now being placed on socially responsible outsourcing and contributions to environmentally sound business practices and the ability for outsourcing strategies to expand the benefits upstream and downstream from our own organizations to our customers and strategic service partners.

**Filippo Passerini:** The interesting thing about the Outsourcing Hall of Fame is that it recognizes companies that have leveraged outsourcing relationships to create new, innovative business models. When we set out on our outsourcing journey we were not looking for traditional customer-supplier relationships. What we looked for was deep strategic partnerships that would create value for all involved. It was about leveraging our best, with the best of our partners.

The fact that the Outsourcing Hall of Fame recognizes the value of innovative business models is extremely positive. It sets a direction for the industry that I very much endorse. Receiving this award, has reinforced my commitment to innovation in the industry. By continuing to “reinvent how we work”, we can deliver more and better for the business.

*As the outsourcing profession continues to evolve, can you offer any insight on what role our profession will continue to have in light of the new economic future we will be facing?*

**Kevin Campbell:** In difficult economic times, we have to continue to do quality work. Reputation is everything and one bad deal could spoil the whole thing for this group of people.

I ultimately believe that through disruption and change comes opportunity and I'm hopeful that the outsourcing industry will come out stronger and we'll have a more permanent hook in the economy.

As banks and financial institutions review themselves and reform their will be new opportunities to do things and leapfrog. At Accenture, we are looking at how we can use this to further reinvent ourselves to the world.

**Ralph Szygenda:** Make sure that the individuals considered and selected have a long history of business success by applying innovative outsourcing approaches that are complimentary to internal business operations.

**Ron Kifer:** I believe enterprise managed service (EMS) outsourcing strategies will become a mainstream practice across the majority of medium to large size organizations driven by increased globalization, an ever more dynamic competitive landscape and the desire to expand the influence of corporate values and culture beyond the organization to the entire value chain. I believe we will see "Enterprise Managed Service Offices" established to administer these powerful strategies across all organizational functions and increasingly led by certified outsourcing professionals.

**Filippo Passerini:** As service industry professionals, we need to stay agile so that we are positioned to respond to evolving business needs and economic realities. I firmly believe that by shifting focus away from roles and towards delivering against priorities, we position ourselves to win, both in good times and in bad. We need to flow to the work, deliver and then move on. On top, we also need to stay "in touch", continuously anticipating and staying ahead of change.

*Is there any advice you would offer us in terms of how we nominate and select the Hall of Fame recipients?*

**Kevin Campbell:** I think the process is very strong. Being very selective is very important because there is always discussion of how many Hall of Famers to select. I like how the award focuses on more than any one thing – finding more life long commitments and a focus on that life long experience.

**Ron Kifer:** Look for leaders who have elevated strategic sourcing beyond IT to truly cross-functional enterprise models and who have been able to demonstrate how these strategies can be a powerful enabler of corporate social responsibility and environmental stewardship.

**Filippo Passerini:** As we look ahead the ability to lead through change will be critical. It would be good to look for examples of change leadership when evaluating Hall of Fame recipients.

To learn more about Brenna Garratt and The Delve Group, visit [www.delvegroup.com](http://www.delvegroup.com)