

2010 Black Book of Outsourcing Survey Structure

Service Domains and Specific Services

The 2010 Black Book of Outsourcing survey asks respondents to provide their feedback on eleven service domains in which they have experience of their nominated vendor. Within each of those domains, respondents are asked to choose specific services.

The service domains and specific services are detailed below.

Service Domains

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| <ul style="list-style-type: none"> 1. ICT - Information and Communications Technology Outsourcing 2. CCO - Contact Center and CRM Outsourcing 3. FAO - Finance and Accounting Outsourcing 4. HRO - Human Resources Outsourcing 5. SLP - Supply Chain, Logistics and Procurement Outsourcing | <ul style="list-style-type: none"> 6. LPO - Legal Process Outsourcing 7. KPO - Knowledge Process Outsourcing 8. FSI – Financial Services Industry-specific Outsourcing 9. ESO - Engineering Services Outsourcing 10. SMO - Sales and Marketing Outsourcing 11. DPO - Document Process Outsourcing |
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Specific Services

- 1. **ICT - Information and Communications Technology Outsourcing**

NETWORK	IT INFRASTRUCTURE	APPLICATIONS	OTHER
Audio/video-conferencing	Cloud computing	Application development	Business continuity
IP telephony	Datacenter management	Application hosting	Disaster recovery
Local area network (LAN) management	Datacenter transformation	Application maintenance	Helpdesk
Network design	Desktop management	Application management	Security services
Network modernization	IT infrastructure hosting	Business intelligence	Systems design
Network transformation	Print management	Data management	Systems implementation
Telecom expense management	Remote infrastructure management	Microsoft services	Systems integration
Unified communications	Server management	Oracle services	Technology consulting
VPN services	Storage management	SAP services	Testing
Wide area network (WAN) management	Virtual data center	Software as a Service	Web hosting

2. CCO - Contact Center and CRM Outsourcing

- Contact center management
- Customer support (inbound)
- Customer support (outbound)
- Debt collection
- IVR services
- Multi-channel services
- Technical support
- Telesales (inbound)
- Telesales (outbound)
- Warranty services

3. FAO - Finance and Accounting Outsourcing

- Accounts payable
- Accounts receivable
- Audit
- Credit management
- Compliance
- Financial analysis
- General accounting
- Management reporting
- Tax
- Travel and expense processing

4. HRO - Human Resources Outsourcing

- Benefits administration
- Candidate assessment
- Employee records management
- Healthcare and medical services
- Payroll
- Performance management
- Recruitment
- Relocation
- Staffing
- Training and development

5. SLP - Supply Chain, Logistics and Procurement Outsourcing

- Auctions
- Demand management
- Logistics (inbound)
- Logistics (outbound)
- Materials management
- Purchasing
- Returns management
- Spend analysis and reporting
- Supply management
- Warehousing

6. LPO - Legal Process Outsourcing

- Compliance
- Contract administration
- Contract negotiation
- Discovery support
- Document preparation
- Legal research
- Legal staffing
- Litigation support
- Multi-lingual support
- Multi-jurisdictional support

7. KPO - Knowledge Process Outsourcing

- Actuarial services
- Derivatives research
- Equity research
- Financial analysis
- Fixed income research
- Legal services
- Market research
- Medical research
- Medical writing
- Research and development

8. FSI – Financial Services Industry-specific Outsourcing

- ATM management
- Check processing
- Claims management
- Credit card administration
- Fund accounting
- Mortgage processing
- Payment processing
- Policy administration
- Securities processing
- Underwriting support

9. ESO - Engineering Services Outsourcing

- 3D modelling
- Embedded systems design
- Product assembly
- Product design
- Quality management
- Research and development
- Technical staffing
- Technical writing

10. SMO - Sales and Marketing Outsourcing

- Advertising
- Communications
- Fund raising
- Graphic design
- Lead generation
- Market research
- Media buying and planning
- Media production
- Public relations
- Sales management

11. DPO - Document Process Outsourcing

- Data entry
- Digital asset management
- Document archiving
- Document imaging and capture
- Electronic records management
- Mailroom (inbound)
- Mailroom (outbound)
- Media conversion
- Print management

An "other" option is available under each service domain for respondents to use where an appropriate specific service has not been listed.