

The New HRO Experts 2003:

Key Findings

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- Legal counsel needs to be brought in as early as possible in the process. Bringing outside legal counsel at the stage of RFP/ process definition can greatly reduce negotiating time.
- In HRBPO buyer is at a disadvantage in dealing with an experienced vendor that has done many such transactions. Buyers should leverage the experience of legal and consulting firms that know the critical risks and pressure points.
- Complex global BPO transactions require local legal expertise in each of the countries involved.
- It is important to pull together a team of experts with experience in different areas, as in a merger, and work closely with in-house experts to minimize costs while mitigating risks.
- Any long-term transaction should have a built-in exit clause and a renegotiation provision.
- BP outsourcing should be seen as long-term relationship by both sides and should never be dealt with as regular procurement.
- Consultants perform an important function of keeping the two sides realistic about what to expect and what can be done.