RESULTS OF THE 2011 SURVEY OF INFORMATION TECHNOLOGY-BUSINESS PROCESS OUTSOURCING (IT-BPO) SERVICES

GLOBAL IT-BPO SERVICES INDUSTRY TRENDS

The global business process outsourcing industry remains buoyant in 2011.

The demand for global IT-BPO services remained strong despite the global uncertainties and low consumer confidence in 2011.[1] The continued expansion of the global BPO industry can be credited to the measures being adopted by businesses to address concerns such as shortage of skilled personnel and rising operational costs. Outsourcing is also becoming a tactical approach for imparting value addition, flexibility as well as agility to organizations to enable them to respond effectively in a rapidly changing business environment. Also, advancements in technology, introduction of sophisticated platforms and software, and the emergence of newer forms of media are driving businesses to avail of the services of specialist third-party service providers.[2]

India, which accounted for 51 percent of the global offshore market share in 2011 with US$59 billion in revenues, remained the global leader in the outsourcing industry.[3] Meanwhile, the Philippines ranked next to India in a number of non-voice segments, particularly in information technology outsourcing (ITO).[4] The country has however surpassed India in global voice services since 2010.[5]

Among the factors that contributed to the competitiveness of the local IT-BPO industry is the supply of highly skilled, trainable and customer-oriented workforce known for its strong work ethics and affinity with Western culture. The availability of world-class facilities in diverse locations throughout the country as well as the strong government support in the form of investment incentives also promoted the growth of the industry.[6]

---

[1] NASSCOM, *The IT-BPO Sector in India: Strategic Review 2012,* <http://www.nasscom.in/sites/default/files/researchreports/SR_2012_Executive_ Summary.pdf> [accessed 4 February 2013].

[2] PRWEB, *Business Process Outsourcing (BPO): A Global Strategic Business Report,* 12 October 2011, <http://www.prweb.com/releases/business_process/outsourcing_BPO/prweb8857236.htm> [accessed 4 February 2012].

[3] Singh, Shelley, *India accounts for half of global IT-BPO outsourcing,* The Economic Times, 28 April 2012, <http://articles.economictimes.indiatimes.com/2012-04-28/news/31453472_1_outsourcing-industry-bpo-spending-indian-it-bpo> [accessed 11 February 2013].

[4] ITO services consist of traditional IT services such as application development and maintenance, software product development, hardware and software maintenance, network management, and package implementation. (Source: BPA/P)

[5] Hamlin, Michael Allan, *A "Perfect Storm" boosts Philippine IT-BPO,* 5 April 2012, <http://www.asianpundit.com/2012/04/a-perfect-storm-boosts-philippine-it-bpo/> [accessed 11 February 2013].

[6] Baker & McKenzie, *Primer on Outsourcing in the Philippines 2011,* <http://www.bakermckenzie.com/BKManilaPrimerOutsourcingPhilippinesJan11/> [accessed February 21, 2013].

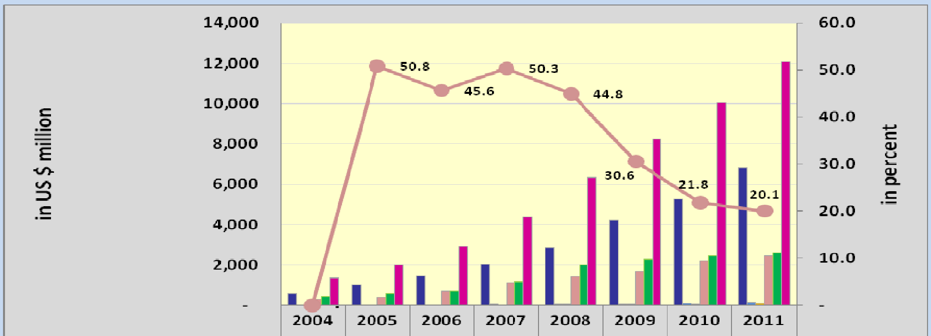
PHILIPPINE IT-BPO SERVICES INDUSTRY

Revenues

The local IT-BPO industry continues to show solid performance in 2011.

The local IT-BPO industry continued to exhibit robust growth in revenues in 2011, although at a slightly lower pace compared to the 21.8 percent growth registered in 2010. The industry's total revenues expanded by 20.1 percent to reach US$12.1 billion in 2011 from the US$10.1 billion revenues recorded a year ago.

Figure 1. Revenue, by Category, 2004-2011
(in US$ million)



	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	587	986	1,455	2,051	2,839	4,207	5,260	6,817
Transcription	4	8	20	33	34	57	84	122
Animation	12	17	26	29	36	52	63	72
Software Development	279	399	707	1,098	1,413	1,672	2,198	2,469
Other BPOs	441	585	697	1,157	2,004	2,270	2,452	2,594
TOTAL INDUSTRY	1,324	1,996	2,906	4,368	6,325	8,258	10,058	12,074
Growth Rate	-	50.8	45.6	50.3	44.8	30.6	21.8	20.1

Contact Centers still capture the biggest share of the industry's revenues in 2011.

All sub-sectors registered positive growth rates in 2011. After overtaking India as the contact center capital of the world in 2010, the country's Contact Centers sub-sector posted a 29.6 percent growth in revenues in 2011, slightly higher than the 25 percent expansion realized in 2010.

Contact Centers remained the largest revenue earner across sub-sectors, contributing more than half (56.5 percent or US$6.8 billion) of the industry's total revenues. This was followed by Other BPOs (21.5 percent share or US$2.6 billion) and Software Development (20.4 percent share or US$2.5 billion).[7]

[7] The "Other BPOs" category include backroom operations, data processing, data base activities and online distribution of electronic content, and the more value-added chain activities—shared financial and accounting services, outsourcing for research and public opinion polling, outsourcing for business and management consultancy activities, hardware consultancy and outsourcing for architectural and engineering services. See Annex A for definition of terms.

In terms of contribution to growth, Contact Centers accounted for 15.5 percentage points (the biggest share across sub-sectors) of the 20.1 percent total growth of the industry's revenues. Software Development and Other BPOs shared 2.7 and 1.4 percentage points, respectively, to total growth. The remaining 0.5 percentage point was contributed by the Transcription and Animation sub-sectors.

Although Contact Centers still comprised the largest segment of the BPO sector, the country began shifting from the low-value, voice-based process services to the high-value, non-voice services knowledge process outsourcing (KPO) that are in the Other BPOs sub-sector, leveraging its creative design talent pool, vast amount of lawyers, and its CPAs or general accountants. KPOs include legal services, accounting, business analysis, web design, medical transcription, software development, animation, and shared services. [8]

Table 1. Revenue, by Category, 2009-2011

IT-BPO Category	REVENUES									
	Levels in US$ Million			Growth Rates (in percent)		Percentage Points Contribution to Growth		Percent Share to Industry Total		
	2009	2010	2011	2010	2011	2010	2011	2009	2010	2011
Contact Center	4,207	5,260	6,817	25.0	29.6	12.8	15.5	50.9	52.3	56.5
Transcription	57	84	122	48.8	44.3	0.3	0.4	0.7	0.8	1.0
Animation	52	63	72	20.6	14.0	0.1	0.1	0.6	0.6	0.6
Software Development	1,672	2,198	2,469	31.4	12.3	6.4	2.7	20.3	21.9	20.4
Other BPOs	2,270	2,452	2,594	8.0	5.8	2.2	1.4	27.5	24.4	21.5
TOTAL INDUSTRY	8,258	10,058	12,074	21.8	20.1	21.8	20.1	100.0	100.0	100.0

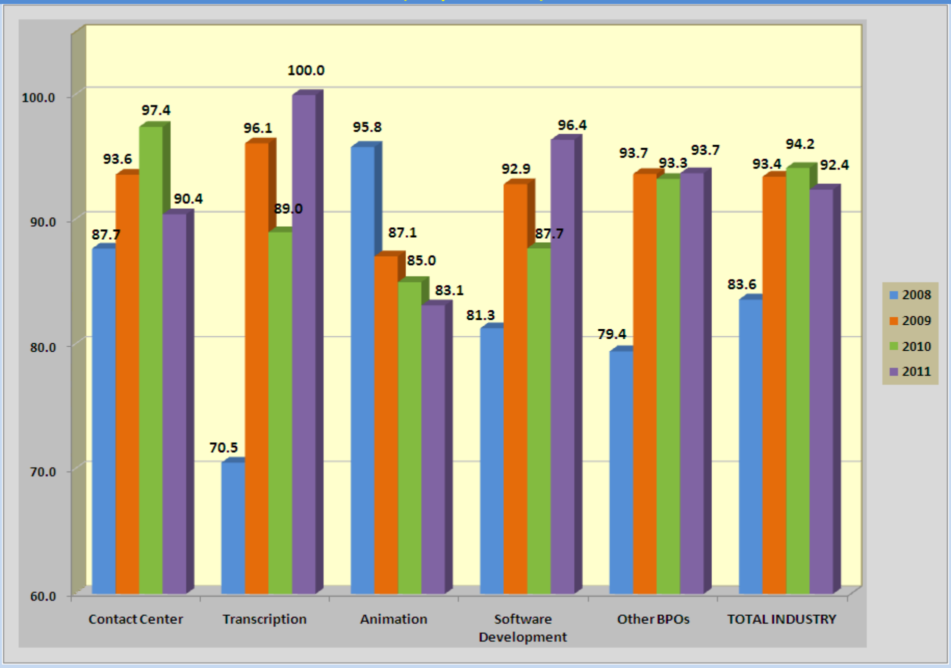
Exports

Export-to-revenue ratios slightly decline in 2011.

The IT-BPO industry's export earnings rose by 17.8 percent to US$11.2 billion in 2011, from US$9.5 billion in 2010. Total exports comprised 92.4 percent of the industry's revenues in 2011, a decrease from the previous year's export-to-revenue ratio of 94.2 percent. Contact Centers posted a much lower export-to-revenue ratio at 90.4 percent in 2011 from 97.4 percent in 2010, as they provided services to more Philippine-owned companies during the year. Meanwhile, significant increases in export-to-revenue ratios from 2010 to 2011 were noted in Transcription (89 percent to 100 percent) and Software Development (87.7 percent to 96.4 percent) sub-sectors.

[8] Kittelson & Carpo Consulting, *Offshoring, Outsourcing, IT-BPO Industry in the Philippines*, <http://www.kittelsoncarpo.com/outsourcing-philippines> [accessed February 21, 2013].

Figure 2. Export-to-Revenue Ratio, 2008-2011
(in percent)



Among the IT-BPO sub-sectors, Transcription registered an appreciable expansion in exports of 62.1 percent, from US$75 million in 2010 to US$122 million in 2011. This was followed by Software Development (at 23.5 percent), Contact Centers (20.3 percent), Animation (11.5 percent) and Other BPOs (6.3 percent).

Figure 3. Exports, by Category, 2004-2011
(in US$ million)

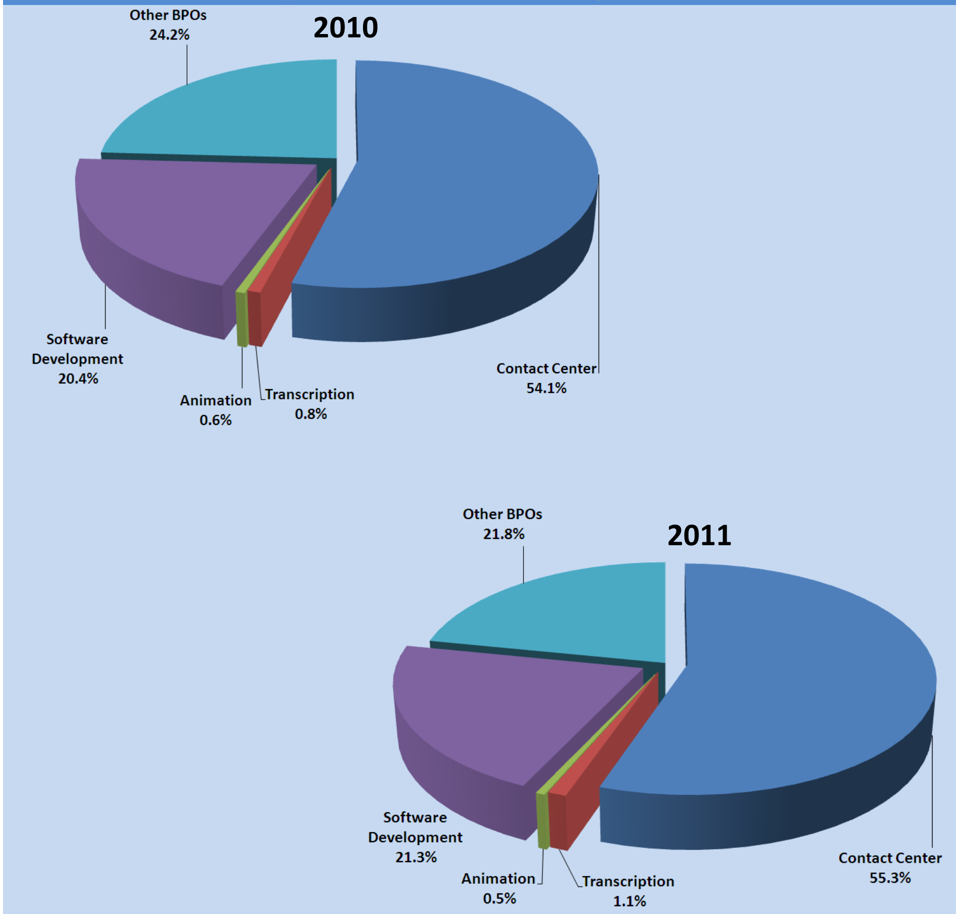
	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	561	949	1,330	1,732	2,489	3,938	5,126	6,166
Transcription	4	8	19	25	24	54	75	122
Animation	8	11	23	27	35	46	54	60
Software Development	98	160	455	852	1,148	1,553	1,928	2,381
Other BPOs	217	259	462	855	1,592	2,126	2,288	2,432
TOTAL INDUSTRY	888	1,388	2,288	3,490	5,288	7,717	9,470	11,160
Growth Rate	-	56.3	64.9	52.5	51.5	45.9	22.7	17.8

Contact Centers represent more than half of total industry exports.

Contact Centers accounted for the biggest share of the industry's total exports for 2011, at 55.3 percent. This was a slight increase from its 54.1 percent share in 2010. Other sub-sectors that represented a sizable chunk of the industry's total exports for the year were Other BPOs (21.8 percent) and Software Development (21.3 percent).

Of the 17.8 percent growth in exports posted by the industry in 2011, Contact Centers contributed the highest share at 11 percentage points. This was followed by Software Development which accounted for 4.8 percentage points of the industry's exports growth.

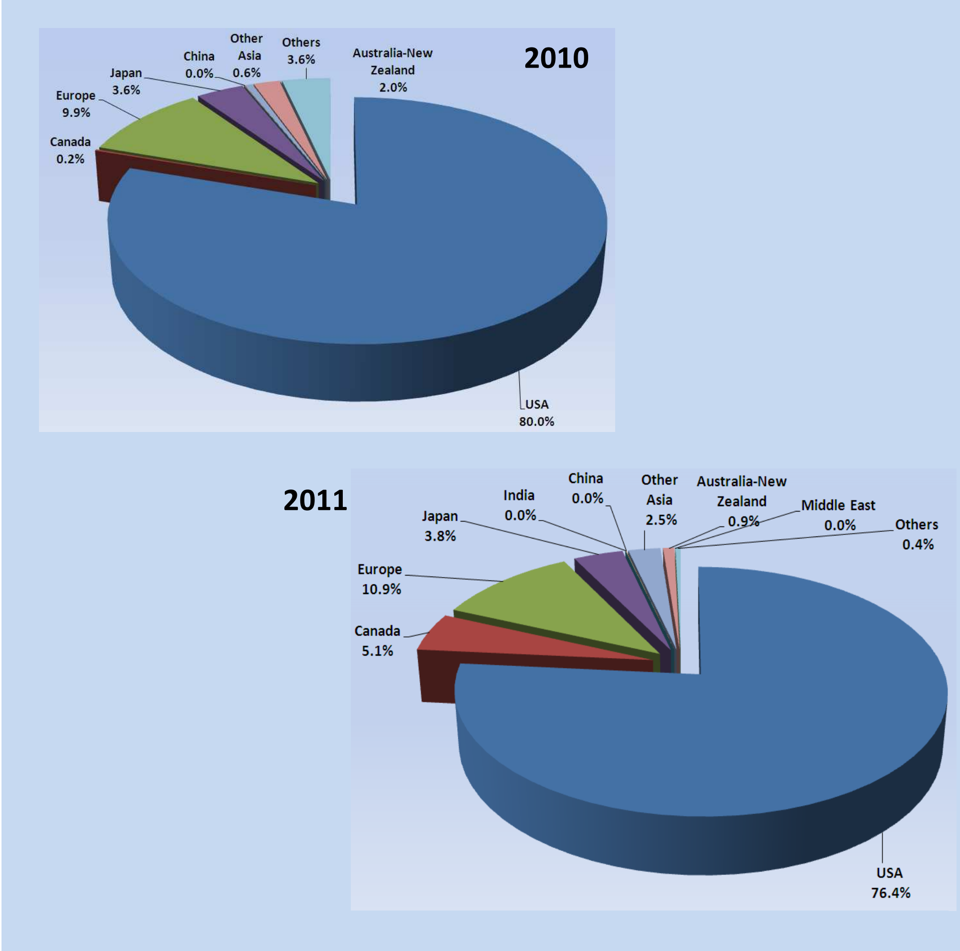
Figure 4. Exports, by Category, 2010-2011
(percent share to industry total)



The US remains as the top export market of the country's IT-BPO industry.

The United States continued to be the leading export market for 2011, representing 76.4 percent (or US$8.5 billion) of the industry's total export receipts. Its share, however, to total exports for the year was lower than that of the previous year's 80 percent share. Following the US were Europe (10.9 percent or US$1.2 billion), Canada (5.1 percent or US$566 million) and Japan (3.8 percent or US$425 million).

Figure 5. Exports, by Country of Destination, 2010-2011
(percent share)



Total Equity and Foreign Investments

Equity capital investments in the industry sustains growth.

Equity capital investments in the country's IT-BPO industry amounted to US$5.7 billion as of end-2011, reflecting a 30.7 percent increment from the 2010 level of US$4.4 billion. The considerable improvement in investments in the industry was due to the Philippine government's support in the form of fiscal and non-fiscal incentives to attract foreign direct investments in the outsourcing industry.

Further development of Next Wave Cities™ took place in 2011 as BPO companies expanded their business operations in the country.[9,10] Aegis

[9] Next Wave Cities™ (NWC) are rich sources of untapped IT-BPO talents and present attractive investment options compared with more popular and established IT-BPO hubs such as Metro Manila, Metro Cebu and Metro Clark. NWCs are assessed based on indicators selected by BPAP and DOST-ICTO for a tool called the Next Wave Cities™ Scorecard. In 2010–2011, the top 10 Next Wave Cities™ were: (1) Davao, (2) Sta. Rosa, Laguna, (3) Bacolod, (4) Iloilo, (5) Metro Cavite (Bacoor, Imus, and Dasmariñas), (6) Lipa, Batangas, (7) Cagayan de Oro, (8) Malolos, Bulacan, (9) Baguio, and (10) Dumaguete. (Source: BPA/P).

[10] Business Processing Association of the Philippines, Next Wave Cities: The next big thing in IT-BPO**,** 10 December 2012, http://www.bpap.org/media-room/652-next-wave-cities-the-next-big-thing-in-it-bpo [accessed 11 February 2013].

Limited, a leading back office support outsourcing services provider wholly owned by the Essar Group, a multinational corporation headquartered in India, inaugurated its newest building in Cebu. It was the first building in the city that was custom-built entirely for an outsourcing company.[11]

Foreign equity participation represented 93.2 percent of total equity capital investments in the industry in 2011, lower than the 97.6 percent share in 2010. Except for Contact Centers and Other BPOs, the other three sub-sectors of the industry posted increases in their foreign-to-total equity ratios. Foreign direct investments in IT-BPO stood at US$5.4 billion in 2011, an increase of 24.9 percent from the US$4.3 billion level registered in 2010. This growth, however, is a marked slowdown from the previous year's rate of 80.5 percent as expansions in foreign direct investments in most of the sub-sectors decelerated. Among the foreign investors in the industry was an Australian BPO firm which increased its Philippine operations with a new 1,000 seat facility in Quezon City.[12] An Indian BPO company also scaled up its units in India, the US and the Philippines to serve its clients in various countries.[13]

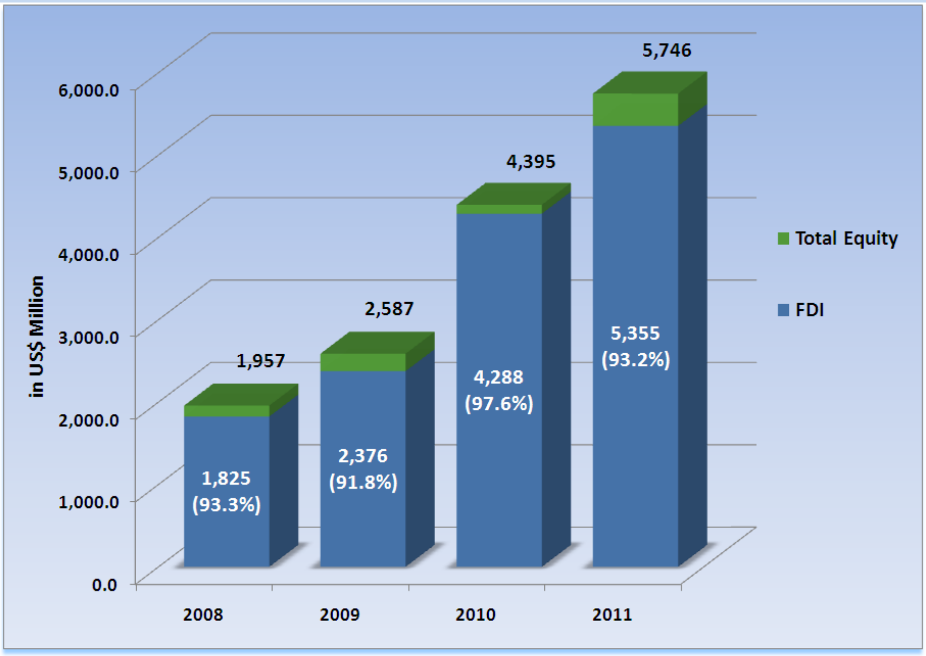
Contact Centers were the main drivers of growth, representing 14.5 percentage points of the industry's total growth in equity capital investments. Contact Centers continued to account for the largest portion of the industry's foreign equity at 56.1 percent (or US$3 billion), followed by Software Development and Other BPOs at 22.6 percent (US$1.2 billion) and 19 percent (US$1 billion), respectively.

[11] Aegis, *Aegis expands in the Philippines with Its New Tower in Cebu*, 10 October 2011, <http://www.aegisglobal.com/article.aspx?cont_id=HkGrXrW/clo=> [accessed 11 February 2013]

[12] Manila Bulletin, *Australian BPO Expands New Facility,* 26 June 2011.

[13] The Economic Times, *TCS to expand BPO units; sees no impact of economic crisis,* 24 August 2011, <http://articles.economictimes.indiatimes.com/2011-08-24/news/29922923_1_tcs-bpo-abid-ali-neemuchwala-bpo-units> [accessed 11 February 2013].

Figure 6. Share of FDI to Total Equity Investments, 2008-2011
(in US$ million and percent share)



Europe overtakes the US as the largest foreign direct investor in the country's IT-BPO services industry.

In end-2011, Europe surpassed the U.S. as the largest investor in the country's IT-BPO services industry. The share of foreign equity capital investments coming from Europe improved to a hefty 46.2 percent (or US$2.5 billion) from 7.3 percent (or US$314 million) in 2010. Equity capital investments from Europe came mainly from the United Kingdom, the Netherlands, Switzerland and Germany. The share of the U.S. significantly decreased to 38.5 percent (or US$2.1 billion) in 2011, from 71.8 percent (or US$3.1 billion) share in 2010. The share of Japan to the industry's total foreign equity capital investments likewise dropped from 16.8 percent (or US$719 million) in 2010 to 9 percent (or US$482 million) in 2011.

Table 2. Foreign Investments in IT-BPO Industry, by Country of Investor, 2009-2011

Country of Investor	Foreign Equity (in US$ million)			Percent Share to Total Foreign Equity		
	2009	2010	2011	2009	2010	2011
USA	1,358	3,079	2,063	57.2	71.8	38.5
Europe	755	314	2,476	31.8	7.3	46.2
Japan	211	719	482	8.9	16.8	9.0
Others	51	176	334	2.2	4.1	6.3
Total	**2,376**	**4,288**	**5,355**	**100.0**	**100.0**	**100.0**

Employment and Compensation

Employment in the country's IT-BPO industry increases.

Total employment in the local IT-BPO industry stood at 679,464 in 2011, sustaining a double-digit growth rate of 26.7 percent. The improvement was driven primarily by the expansion of IT-BPO firms' business operations as well as the government's continued support to the industry. Several scholarship grants were provided by the government in support of the educational and technical development of the BPO sector's manpower requirements. The government, through the Technical Education and Skills Development Authority (TESDA), granted ₱500 million for the development of the IT-BPO Industry-Based Training for Work Scholarship Program for 65,000 "near hires".[14] The training program covered both voice and non-voice BPO such as legal, health care information management, publishing, animation, game development, and software development.[15,16] The ICT Office of the Department of Science and Technology and the University of the Philippines developed *The English Proficiency Training (EPT) Software* designed to help aspiring BPO workers to go through self-training in language in order to develop a globally-competitive manpower base and help increase acceptance rate in the BPO industry.[17]

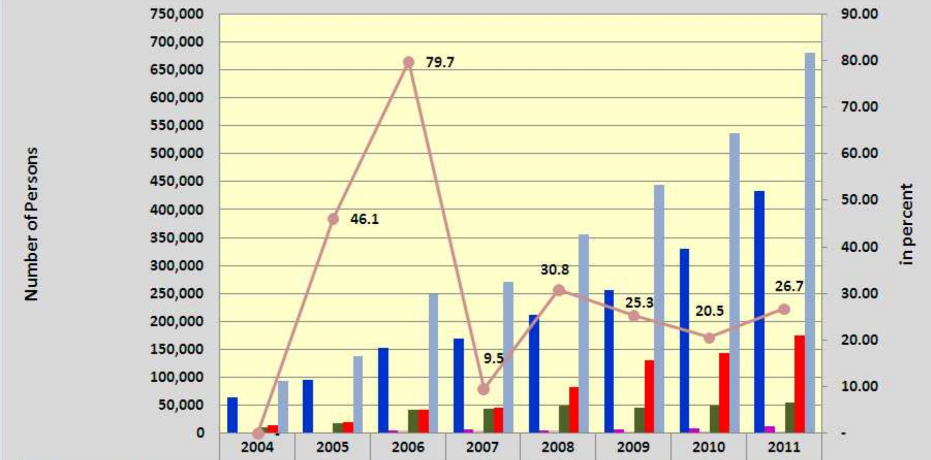
[14] "Near hires" refer to applicants who need to acquire new skills needed to qualify for jobs in the IT-BPO industry.

[15] "TESDA designated BPAP to help manage ₱400 million of the additional funds in collaboration with its partners: the Animation Council of the Philippines, the Call Center Association of the Philippines, the Game Development Association of the Philippines, the Healthcare Information Management Association of the Philippines, the National ICT Confederation of the Philippines and the Philippine Software Industry Association".

[16] Business Processing Association of the Philippines, *65,000 IT-BPO 'near hires' get program boost.* http://www.bpap.org/media-room/it-bpo-industry-news/186-65000-it-bpo-near-hires-get-program-boost [accessed 4 February 2013].

[17] Department of Science and Technology, *DOST supports expansion of IT-BPO industry.* 07 July 2011, <http://www.dost.gov.ph/index.php?option=com_content&view=article&id=1013:dost-supports-expansion-of-it-bpo-industry-&catid=1:latest&Itemid=150> [accessed 4 February 2012]

Figure 7. Employment by Category, 2004-2011
(number of persons)



	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	65,006	96,246	153,683	169,748	212,372	255,765	329,597	433,183
Transcription	901	1,785	4,956	6,621	4,321	7,060	9,131	11,084
Animation	1,488	1,864	4,482	4,323	5,656	3,732	3,908	3,973
Software Development	11,975	17,829	42,657	44,870	49,893	46,987	49,516	55,464
Other BPOs	15,118	20,278	42,267	45,994	82,893	131,267	143,975	175,761
TOTAL INDUSTRY	94,488	138,002	248,045	271,556	355,135	444,811	536,128	679,464
Growth rate	-	46.1	79.7	9.5	30.8	25.3	20.5	26.7

Contact Centers remain as the industry's top employer.

Contact Centers continued to account for the biggest share of the industry's total employment in 2011 at 63.8 percent, an increase from the sub-sector's 61.5 share in the previous year. This was followed by Other BPOs (25.9 percent), Software Development (8.2 percent), Transcription (1.6 percent) and Animation (0.6 percent). The country retained its status as the largest contact center hub in the world since 2010.

Contact Centers were also the main contributor to the 26.7 percent growth in employment in the industry in 2011, accounting for 19.3 percentage points. This was followed by Other BPOs at 5.9 percentage points.

Software development is the highest paying employer in the industry.

Aggregate compensation paid by the industry stood at US$5.8 billion in 2011, 27.7 percent higher than the US$4.5 billion registered during the previous year. Contact Centers accounted for the largest share at 62.1 percent of the total compensation paid by the industry. This was followed by Other BPOs and Software Development, with shares of 21.6 percent and 14.8 percent, respectively.

Contact Centers also contributed the most (at 17 percentage points) to the 27.7 percent growth in the industry's total compensation.

Table 3. Compensation by Category, 2009-2011
In US$ million

IT-BPO Category	Compensation									
	Levels in US$ Million			Growth Rates (in percent)		Percentage Points Contribution to		Percent Share To Industry Total		
	2009	2010	2011	2010	2011	2010	2011	2009	2010	2011
Contact Center	1,954	2,805	3,570	43.5	27.3	24.9	17.0	57.2	62.3	62.1
Transcription	35	48	63	36.6	31.7	0.4	0.3	1.0	1.1	1.1
Animation	21	24	27	15.8	12.8	0.1	0.1	0.6	0.5	0.5
Software Development	557	629	849	12.9	35.1	2.1	4.9	16.3	14.0	14.8
Other BPOs	852	997	1,243	17.0	24.6	4.2	5.4	24.9	22.1	21.6
TOTAL INDUSTRY	3,419	4,502	5,751	31.7	27.7	31.7	27.7	100.0	100.0	100.0

Annual average compensation per employee in 2011 slightly increased (by 0.8 percent) to US$8,464 (or ₽366,618) from the US$8,398 (or ₽378,824) posted in 2010. Compensation however declined in peso terms due to the currency appreciation trend experienced in 2011.[18] Software Development still paid the highest compensation among the IT-BPO sub-sectors, with an annual average salary paid of US$15,313 (or ₽663,237). This was a 20.6 percent increment over the US$12,699 (or ₽572,837) annual average salary registered a year ago. Contact Centers followed at US$8,240 (or ₽356,921), Other BPOs at US$7,070 (or ₽306,205), Animation at US$6,832 (or ₽295,922) and Transcription at US$5,649 (or ₽244,667).

Table 4. Annual Average Compensation per Employee
by Category, 2009-2011

IT-BPO Category	Annual Average Compensation Per Employee				
	Levels (in US$)			Growth Rates (in percent)	
	2009	2010	2011	2010	2011
Contact Center	7,640	8,510	8,240	11.4	(3.2)
Transcription	4,929	5,206	5,649	5.6	8.5
Animation	5,568	6,157	6,832	10.6	11.0
Software Development	11,849	12,699	15,313	7.2	20.6
Other BPOs	6,493	6,926	7,070	6.7	2.1
TOTAL INDUSTRY	**7,686**	**8,398**	**8,464**	**9.3**	**0.8**

[18] Philippine pesos per US dollar average rate: ₱45.1097 in 2010 and ₱43.3131 in 2011.

Profile of Respondents

IT-BPO survey response rate in 2011 is 52.9 percent.

The survey coverage increased to 854 IT-BPO companies in 2011 from 811 in 2010. A total of 452 companies participated in the 2011 survey, generating an overall response rate of 52.9 percent. This is lower than the 492 companies which responded to the 2010 survey (at 60.7 percent response rate). The weaker response rates were due to the non-submission of 2011 reports of IT-BPO companies registered with the BOI.

Table 5. Profile of Respondents, 2009-2011

IT-BPO Category	No. of Target Respondents			Response Received			Response Rate		
	2009	2010	2011	2009	2010	2011	2009	2010	2011
Contact Center	141	160	189	98	116	118	69.5	72.5	62.4
Transcription	73	76	76	30	26	19	41.1	34.2	25.0
Animation	33	33	36	14	10	11	42.4	30.3	30.6
Software Development	230	250	254	125	135	124	54.3	54.0	48.8
Other BPOs	259	292	299	178	205	180	68.7	70.2	60.2
TOTAL INDUSTRY	**736**	**811**	**854**	**445**	**492**	**452**	**60.5**	**60.7**	**52.9**

ANNEX A

DEFINITION OF VARIABLES
IT-BPO SERVICES CATEGORIES

(1) **Animation**: *Process of giving the illusion of movement to cinematographic drawings, models, or inanimate objects thru 2D, 3D, etc. Includes 2D animation from layouts to final composing, digital ink and paint service, 3D animation using the latest software like Maya, XSI, 3DStudio Max, etc., Pre-production service from storyboarding, character & production design, key backgrounds and layouts, 3D and 2D animation for games, flash animation for animated series (broadcast quality).*

(2) **Trancription Activities: (e.g. medical, legal, etc.)**: *Transfer of data from one form (voice / oral) to another (paper or electronic) such as medical history, diagnosis, prognosis and outcome, depositions, hearing and court tapes; data entry services; and scanning of documents.*

(3) **Contact Center**: *Answering and transmitting call from clients by using human operators, automatic distribution, computer telephone integration, interactive voice response systems or similar methods to receive orders, provide information, deal with customer requests for assistance or address customer complaints, debt collection, collective handling of letters, fax messages, e-mails, postal mail catalogues, web-site inquiries and chats, and the collection of information from customers during in-store purchasing.*

(4) **Software Development/ Publishing**: Includes:
a. Software Development: *Analysis and design, prototyping, programming and testing, customization, reengineering and conversion, installation and maintenance, education and training of systems software, middleware and application software, software development management;*
b. Software publishing: *Production, supply and documentation of ready-made (non-customized) software: operating systems; business and other applications; computer games for all platforms; and*
c. Other software consultancy and supply: *Development, production, supply and documentation of made-to-order software based on orders from specific users; web page design; software maintenance.*

(5) **Other BPOs**: Includes:

a. Backroom operations and shared financial and accounting services: *The recording of commercial transactions for businesses or others; preparation of financial accounts; examination of financial accounts and the certification of their accuracy;*

b. Outsourcing for research and public opinion polling: *Investigation on market potential, acceptance, and familiarity of products and buying habits of consumers for the purpose of sales promotion and development of new product, including statistical analyses of the results; investigation on collective opinions of the public about political, economic and social issues and statistical analysis thereof;*

c. Outsourcing for business & management consultancy activities: *The provision of advice, guidance or operational assistance to businesses (and the public service); arbitration and conciliation between management and labor; activities of management holding companies;*

d. Data processing: *Processing of data employing either the customer's or a propriety program: complete processing of data supplied by the customer; management and operation on a continuing basis of data-processing facilities belonging to others; time share computer services; and web hosting;*

e. Data base activities and online distribution of electronic content: *Online distribution of content, but not to units where online publishing is done in additional forms of publishing; assembly of compilations of data from one or more sources; provision of on-line access to proprietary databases; on-line data base publishing; on-line directory and mailing list publishing; other on-line publishing, including e-book; web search portals; internet search sites, internet gamesites, internet entertainment sites, and electronic learning;*

f. Hardware Consultancy: *Consultancy on type and configuration of hardware with or without associated software application;*

g. Outsourcing for Architectural and Engineering Services: *Consulting, civil engineering design, architectural drawings, engineering drafting, printed circuit design, wireless devices, display technology, electronic components, printers, CAD/CAM, geographic information system, digital mapping; and*

h. Others: *Other IT enabled services not elsewhere classified.*

2011 SURVEY OF IT-BPO SERVICES
(in US$Million)

Table 1. Revenue, by IT-BPO Category
2004-2011

IT-BPO Category	SALES REVENUE																						
	Levels (in US$ million)								Growth Rates (in percent)							Percent Share to Total							
	2004	2005	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	587	986	1,455	2,051	2,839	4,207	5,260	6,817	67.9	47.7	40.9	38.4	48.2	25.0	29.6	44.4	49.4	50.1	46.9	44.9	50.9	52.3	56.5
Transcription	4	8	20	33	34	57	84	122	100.4	140.0	60.6	4.1	66.8	48.8	44.3	0.3	0.4	0.7	0.7	0.5	0.7	0.8	1.0
Animation	12	17	26	29	36	52	63	72	37.6	52.6	11.2	25.5	44.2	20.6	14.0	0.9	0.9	0.9	0.7	0.6	0.6	0.6	0.6
Software Development	279	399	707	1,098	1,413	1,672	2,198	2,469	43.2	77.1	55.4	28.6	18.4	31.4	12.3	21.1	20.0	24.3	25.1	22.3	20.3	21.9	20.4
Other BPOs	441	585	697	1,157	2,004	2,270	2,452	2,594	32.8	19.1	66.0	73.2	13.3	8.0	5.8	33.3	29.3	24.0	26.5	31.7	27.5	24.4	21.5
TOTAL INDUSTRY	**1,324**	**1,996**	**2,906**	**4,368**	**6,325**	**8,258**	**10,058**	**12,074**	**50.8**	**45.6**	**50.3**	**44.8**	**30.6**	**21.8**	**20.1**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Table 2. Export Revenue, by IT-BPO Category
2004-2011

IT-BPO Category	EXPORT REVENUE																						
	Levels (in US$ million)								Growth Rates (in percent)							Percent Share to Total							
	2004	2005	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	561	949	1,330	1,732	2,489	3,938	5,126	6,166	69.2	40.1	30.2	43.7	58.2	30.2	20.3	63.2	68.4	58.1	49.6	47.1	51.0	54.1	55.3
Transcription	4	8	19	25	24	54	75	122	99.4	124.1	33.2	(4.8)	127.3	37.7	62.1	0.5	0.6	0.8	0.7	0.5	0.7	0.8	1.1
Animation	8	11	23	27	35	46	54	60	46.3	100.8	17.1	30.8	31.0	17.8	11.5	0.9	0.8	1.0	0.8	0.7	0.6	0.6	0.5
Software Development	98	160	455	852	1,148	1,553	1,928	2,381	62.5	184.4	87.2	34.9	35.2	24.2	23.5	11.1	11.5	19.9	24.4	21.7	20.1	20.4	21.3
Other BPOs	217	259	462	855	1,592	2,126	2,288	2,432	19.5	78.4	85.1	86.3	33.5	7.6	6.3	24.4	18.7	20.2	24.5	30.1	27.6	24.2	21.8
TOTAL INDUSTRY	**888**	**1,388**	**2,288**	**3,490**	**5,288**	**7,717**	**9,470**	**11,160**	**56.3**	**64.9**	**52.5**	**51.5**	**45.9**	**22.7**	**17.8**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

IT-BPO Category	EXPORT REVENUE Export-to-Revenue Ratio (in percent)							
	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	95.6	96.3	91.4	84.5	87.7	93.6	97.4	90.4
Transcription	100.0	99.5	92.9	77.1	70.5	96.1	89.0	100.0
Animation	62.4	66.4	87.3	91.9	95.8	87.1	85.0	83.1
Software Development	35.3	40.1	64.3	77.5	81.3	92.9	87.7	96.4
Other BPOs	49.1	44.2	66.2	73.9	79.4	93.7	93.3	93.7
TOTAL INDUSTRY	**67.1**	**69.5**	**78.7**	**79.9**	**83.6**	**93.4**	**94.2**	**92.4**

Table 2.1.a. Export Revenue, by Country of Destination
2011

IT-BPO Category	USA	Canada	Europe [1]	Japan	India	China	Other Asia [2]	Australia-New Zealand	Middle East	Africa	Others	Total Exports
Contact Center	4,999	541	539	24	-	-	33	31	-	-	-	6,166
Transcription	52	-	66	4	-	-	-	-	-	-	-	122
Animation	3	-	8	-	-	-	49	-	-	-	-	60
Software Development	2,129	-	39	186	-	2	6	15	-	-	3	2,381
Other BPOs	1,347	25	561	212	3	2	189	50	1	-	41	2,432
TOTAL INDUSTRY	**8,530**	**566**	**1,213**	**425**	**3**	**4**	**277**	**96**	**1**	**-**	**45**	**11,160**
Percent Share	**76.4**	**5.1**	**10.9**	**3.8**	**0.0**	**0.0**	**2.5**	**0.9**	**0.0**	**-**	**0.4**	**100.0**

1/ In particular, United Kingdom, Germany, Switzerland, Ireland, Netherlands, Denmark, Spain and Italy.

2/ In particular, Singapore, Thailand, Hong Kong, Malaysia, Indonesia and Korea.

Table 2.1.b. Export Revenue, by Country of Destination
2010

IT-BPO Category	USA	Canada	Europe [1]	Japan	India	China	Other Asia [2]	Australia-New Zealand	Middle East [3]	Africa	Others	Total Exports
Contact Center	4,655	5	285	2	-	-	-	12	-	-	166	5,126
Transcription	66	-	9	-	-	-	-	-	-	-	-	75
Animation	-	-	-	54	-	-	-	-	-	-	-	54
Software Development	1,724	-	61	118	-	4	11	9	-	-	-	1,928
Other BPOs	1,135	12	583	168	-	-	44	166	-	-	179	2,288
TOTAL INDUSTRY	**7,580**	**17**	**939**	**341**	**-**	**4**	**55**	**187**	**-**	**-**	**345**	**9,470**
Percent Share	**80.0**	**0.2**	**9.9**	**3.6**	**-**	**0.0**	**0.6**	**2.0**	**-**	**-**	**3.6**	**100.0**

1/ In particular, United Kingdom, Germany, Netherlands, and Switzerland.

2/ In particular, Singapore, Hong Kong, and Malaysia.

Table 3. Total Equity, by IT-BPO Category
2005-2011

IT-BPO Category	TOTAL EQUITY																			
	Levels (in US$ million)							Growth Rates (in percent)						Percent Share to Total						
	2005	2006	2007	2008	2009	2010	2011	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011
Contact Center	243	281	596	1,356	1,387	2,428	3,063	15.9	112.0	127.3	2.3	75.0	26.2	49.4	45.2	63.8	69.3	53.6	55.2	53.3
Transcription	1	2	8	13	16	33	48	104.5	276.0	55.1	24.2	106.1	45.7	0.2	0.4	0.9	0.7	0.6	0.7	0.8
Animation	11	18	24	23	63	103	104	61.8	29.5	(1.8)	167.1	64.0	1.0	2.3	3.0	2.6	1.2	2.4	2.3	1.8
Software Development	12	46	189	378	636	895	1,270	279.2	306.3	100.3	68.2	40.8	41.9	2.5	7.5	20.2	19.3	24.6	20.4	22.1
Other BPOs	224	274	117	188	486	938	1,262	22.1	(57.3)	60.3	159.1	92.9	34.6	45.6	44.0	12.5	9.6	18.8	21.3	22.0
TOTAL INDUSTRY	**492**	**622**	**934**	**1,957**	**2,587**	**4,395**	**5,746**	**26.5**	**50.1**	**109.5**	**32.2**	**69.9**	**30.7**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Table 3.1 Foreign Direct Investment
2005-2011

IT-BPO Category	FOREIGN DIRECT INVESTMENT																			
	Levels (in US$ million)							Growth Rates (in percent)						Percent Share to Total						
	2005	2006	2007	2008	2009	2010	2011	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011
Contact Center	213	259	585	1,309	1,330	2,421	3,007	21.7	126.1	123.7	1.6	82.0	24.2	64.7	68.8	71.2	71.7	56.0	56.4	56.1
Transcription	1	2	8	13	13	30	46	176.2	430.3	55.1	4.4	125.6	53.9	0.2	0.4	1.0	0.7	0.6	0.7	0.9
Animation	4	18	23	23	40	73	75	303.8	31.4	1.1	69.1	83.8	3.3	1.3	4.7	2.8	1.3	1.7	1.7	1.4
Software Development	5	34	96	320	632	849	1,211	656.6	179.8	233.2	97.6	34.3	42.7	1.4	9.1	11.7	17.5	26.6	19.8	22.6
Other BPOs	107	64	109	161	361	916	1,016	(40.3)	71.2	47.5	124.5	153.9	10.8	32.4	16.9	13.3	8.8	15.2	21.4	19.0
TOTAL INDUSTRY	**329**	**376**	**821**	**1,825**	**2,376**	**4,288**	**5,355**	**14.3**	**118.5**	**122.2**	**30.1**	**80.5**	**24.9**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

IT-BPO Category	FOREIGN DIRECT INVESTMENT Foreign-to-Total Equity Ratio (in percent)						
	2005	2006	2007	2008	2009	2010	2011
Contact Center	87.6	92.0	98.1	96.5	95.9	99.7	98.2
Transcription	52.5	71.0	100.0	100.0	84.1	92.0	97.2
Animation	38.4	95.8	97.2	100.0	63.3	70.9	72.5
Software Development	37.0	73.9	50.9	84.6	99.4	94.8	95.4
Other BPOs	47.5	23.2	93.1	85.6	74.2	97.7	80.4
TOTAL INDUSTRY	**66.9**	**60.4**	**87.9**	**93.3**	**91.8**	**97.6**	**93.2**

Table 3.2.a. Foreign Equity by Country of Investor
2011

IT-BPO Category	USA	Europe [1]	Asia [2]	Australia	Japan	India	China	Total FDI
Contact Center	1,385	1,510	18	28	0	61	3	3,007
Transcription	3	38	-	4	1	-	-	46
Animation	-	(43)	(29)	-	147	-	-	75
Software Development	230	875	(0)	1	106	0	-	1,211
Other BPOs	445	96	229	2	227	17	-	1,016
TOTAL INDUSTRY	**2,063**	**2,476**	**217**	**35**	**482**	**79**	**3**	**5,355**
Percent Share	**38.5**	**46.2**	**4.1**	**0.7**	**9.0**	**1.5**	**0.1**	**100.0**

1/ In particular, United Kingdom, Netherlands, Switzerland and Germany.
2/ In particular, Singapore, Malaysia, Hong Kong, and Korea.

Table 3.2.b. Foreign Equity by Country of Investor
2010

IT-BPO Category	USA	Europe [1]	Asia [2]	Australia	Japan	India	China	Total FDI
Contact Center	1,995	301	(34)	21	0	136	-	2,421
Transcription	21	-	-	9	-	-	-	30
Animation	-	-	-	-	73	-	-	73
Software Development	637	(3)	1	2	212	-	-	849
Other BPOs	425	16	32	4	435	4	-	916
TOTAL INDUSTRY	**3,079**	**314**	**(1)**	**37**	**719**	**141**	**-**	**4,288**
Percent Share	**71.8**	**7.3**	**(0.0)**	**0.9**	**16.8**	**3.3**	**-**	**100.0**

1/ In particular, United Kingdom, Netherlands, and Germany.
2/ In particular, Singapore, Hong Kong, and Korea.

Table 4. Employment, by IT-BPO Category
2004-2011

IT-BPO Category	EMPLOYMENT																						
	Levels (count in persons)								Growth Rates (in percent)							Percent Share to Total							
	2004	2005	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	65,006	96,246	153,683	169,748	212,372	255,765	329,597	433,183	48.1	59.7	10.5	25.1	20.4	28.9	31.4	68.8	69.7	62.0	62.5	59.8	57.5	61.5	63.8
Transcription	901	1,785	4,956	6,621	4,321	7,060	9,131	11,084	98.1	177.7	33.6	(34.7)	63.4	29.3	21.4	1.0	1.3	2.0	2.4	1.2	1.6	1.7	1.6
Animation	1,488	1,864	4,482	4,323	5,656	3,732	3,908	3,973	25.3	140.4	(3.5)	30.8	(34.0)	4.7	1.6	1.6	1.4	1.8	1.6	1.6	0.8	0.7	0.6
Software Development	11,975	17,829	42,657	44,870	49,893	46,987	49,516	55,464	48.9	139.3	5.2	11.2	(5.8)	5.4	12.0	12.7	12.9	17.2	16.5	14.0	10.6	9.2	8.2
Other BPOs	15,118	20,278	42,267	45,994	82,893	131,267	143,975	175,761	34.1	108.4	8.8	80.2	58.4	9.7	22.1	16.0	14.7	17.0	16.9	23.3	29.5	26.9	25.9
TOTAL INDUSTRY	**94,488**	**138,002**	**248,045**	**271,556**	**355,135**	**444,811**	**536,128**	**679,464**	**46.1**	**79.7**	**9.5**	**30.8**	**25.3**	**20.5**	**26.7**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Table 5. Compensation, by IT-BPO Category
2004-2011

IT-BPO Category	COMPENSATION																						
	Levels (in US$ million)								Growth Rates (in percent)							Percent Share to Total							
	2004	2005	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011	2004	2005	2006	2007	2008	2009	2010	2011
Contact Center	331	556	766	1,090	1,680	1,954	2,805	3,570	67.6	37.9	42.2	54.2	16.3	43.5	27.3	70.3	72.2	60.5	51.2	60.8	57.2	62.3	62.1
Transcription	2	5	12	24	22	35	48	63	140.0	142.2	100.7	(8.1)	57.0	36.6	31.7	0.4	0.6	0.9	1.1	0.8	1.0	1.1	1.1
Animation	6	8	14	19	27	21	24	27	35.8	63.3	35.2	42.9	(21.9)	15.8	12.8	1.3	1.1	1.1	0.9	1.0	0.6	0.5	0.5
Software Development	83	120	249	620	536	557	629	849	44.5	106.9	149.4	(13.5)	3.9	12.9	35.1	17.6	15.6	19.6	29.1	19.4	16.3	14.0	14.8
Other BPOs	49	80	226	377	497	852	997	1,243	64.5	183.0	66.8	31.9	71.4	17.0	24.6	10.3	10.4	17.8	17.7	18.0	24.9	22.1	21.6
TOTAL INDUSTRY	**471**	**769**	**1,266**	**2,129**	**2,762**	**3,419**	**4,502**	**5,751**	**63.1**	**64.7**	**68.1**	**29.7**	**23.8**	**31.7**	**27.7**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

IT-BPO Category	ANNUAL COMPENSATION PER EMPLOYEE														
	Levels (in US$)								Growth Rates (in percent)						
	2004	2005	2006	2007	2008	2009	2010	2011	2005	2006	2007	2008	2009	2010	2011
Contact Center	5,099	5,772	4,985	6,420	7,912	7,640	8,510	8,240	13.2	(13.6)	28.8	23.2	(3.4)	11.4	(3.2)
Transcription	2,295	2,780	2,426	3,644	5,131	4,929	5,206	5,649	21.1	(12.8)	50.2	40.8	(3.9)	5.6	8.5
Animation	4,172	4,521	3,071	4,305	4,702	5,568	6,157	6,832	8.4	(32.1)	40.2	9.2	18.4	10.6	11.0
Software Development	6,943	6,739	5,827	13,817	10,743	11,849	12,699	15,313	(2.9)	(13.5)	137.1	(22.2)	10.3	7.2	20.6
Other BPOs	3,210	3,937	5,345	8,196	5,997	6,493	6,926	7,070	22.7	35.8	53.3	(26.8)	8.3	6.7	2.1
TOTAL INDUSTRY	**4,989**	**5,572**	**5,105**	**7,841**	**7,778**	**7,686**	**8,398**	**8,464**	**11.7**	**(8.4)**	**53.6**	**(0.8)**	**(1.2)**	**9.3**	**0.8**

Table 6. Profile of Respondents
2011

IT-BPO Category	2011						
	Total	n1	n2	n3	n4	n5	Response Rate
Contact Center	189	15	101	2	19	52	62.4%
Transcription	76	3	12	4	6	46	25.0%
Animation	36	4	3	4	1	24	30.6%
Software Development	254	18	79	27	0	104	48.8%
Other BPOs	299	12	141	27	42	77	60.2%
TOTAL INDUSTRY	**854**	**52**	**336**	**64**	**68**	**303**	**52.9%**

SUPPLEMENTAL TABLES

Table 1. Sales Revenue, by IT-BPO Category

IT-BPO Category	REVENUES																	
	Levels in US$ Million					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share to Industry Total				
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2011
Contact Center	2,051	2,839	4,207	5,260	6,817	38.4	48.2	25.0	29.6	18.0	21.6	12.8	15.5	46.9	44.9	50.9	52.3	56.5
Transcription	33	34	57	84	122	4.1	66.8	48.8	44.3	0.0	0.4	0.3	0.4	0.7	0.5	0.7	0.8	1.0
Animation	29	36	52	63	72	25.5	44.2	20.6	14.0	0.2	0.3	0.1	0.1	0.7	0.6	0.6	0.6	0.6
Software Development	1,098	1,413	1,672	2,198	2,469	28.6	18.4	31.4	12.3	7.2	4.1	6.4	2.7	25.1	22.3	20.3	21.9	20.4
Other BPOs	1,157	2,004	2,270	2,452	2,594	73.2	13.3	8.0	5.8	19.4	4.2	2.2	1.4	26.5	31.7	27.5	24.4	21.5
TOTAL INDUSTRY	4,368	6,325	8,258	10,058	12,074	44.8	30.6	21.8	20.1	44.8	30.6	21.8	20.1	100.0	100.0	100.0	100.0	100.0

Table 2. Industry Exports, by IT-BPO Category

IT-BPO Category	EXPORTS																	
	Levels in US$ Million					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share to Industry Total				
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2011
Contact Center	1,732	2,489	3,938	5,126	6,166	43.7	58.2	30.2	20.3	21.7	27.4	15.4	11.0	49.6	47.1	51.0	54.1	55.3
Transcription	25	24	54	75	122	-4.8	127.3	37.7	62.1	(0.0)	0.6	0.3	0.5	0.7	0.5	0.7	0.8	1.1
Animation	27	35	46	54	60	30.8	31.0	17.8	11.5	0.2	0.2	0.1	0.1	0.8	0.7	0.6	0.6	0.5
Software Development	852	1,148	1,553	1,928	2,381	34.9	35.2	24.2	23.5	8.5	7.6	4.9	4.8	24.4	21.7	20.1	20.4	21.3
Other BPOs	855	1,592	2,126	2,288	2,432	86.3	33.5	7.6	6.3	21.1	10.1	2.1	1.5	24.5	30.1	27.6	24.2	21.8
TOTAL INDUSTRY	3,490	5,288	7,717	9,470	11,160	51.5	45.9	22.7	17.8	51.5	45.9	22.7	17.8	100.0	100.0	100.0	100.0	100.0

Table 3. Industry Total Equity, by IT-BPO Category

IT-BPO Category	TOTAL EQUITY																	
	Levels in US$ Million					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share to Industry Total				
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2011
Contact Center	596	1,356	1,387	2,428	3,063	127.3	2.3	75.0	26.2	81.3	1.6	40.2	14.5	63.8	69.3	53.6	55.2	53.3
Transcription	8	13	16	33	48	55.1	24.2	106.1	45.7	0.5	0.2	0.7	0.3	0.9	0.7	0.6	0.7	0.8
Animation	24	23	63	103	104	-1.8	167.1	64.0	1.0	(0.0)	2.0	1.5	0.0	2.6	1.2	2.4	2.3	1.8
Software Development	189	378	636	895	1,270	100.3	68.2	40.8	41.9	20.3	13.2	10.0	8.5	20.2	19.3	24.6	20.4	22.1
Other BPOs	117	188	486	938	1,262	60.3	159.1	92.9	34.6	7.6	15.3	17.5	7.4	12.5	9.6	18.8	21.3	22.0
TOTAL INDUSTRY	934	1,957	2,587	4,395	5,746	109.5	32.2	69.9	30.7	109.5	32.2	69.9	30.7	100.0	100.0	100.0	100.0	100.0

Table 4. Industry Foreign Direct Investment, by IT-BPO Category

IT-BPO Category	FOREIGN DIRECT INVESTMENT																	
	Levels in US$ Million					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share to Industry Total				
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2011
Contact Center	585	1,309	1,330	2,421	3,007	123.7	1.6	82.0	24.2	88.1	1.2	45.9	13.7	71.2	71.7	56.0	56.4	56.1
Transcription	8	13	13	30	46	55.1	4.4	125.6	53.9	0.6	0.0	0.7	0.4	1.0	0.7	0.6	0.7	0.9
Animation	23	23	40	73	75	1.1	69.1	83.8	3.3	0.0	0.9	1.4	0.1	2.8	1.3	1.7	1.7	1.4
Software Development	96	320	632	849	1,211	233.2	97.6	34.3	42.7	27.2	17.1	9.1	8.5	11.7	17.5	26.6	19.8	22.6
Other BPOs	109	161	361	916	1,016	47.5	124.5	153.9	10.8	6.3	11.0	23.4	2.3	13.3	8.8	15.2	21.4	19.0
TOTAL INDUSTRY	821	1,825	2,376	4,288	5,355	122.2	30.1	80.5	24.9	122.2	30.1	80.5	24.9	100.0	100.0	100.0	100.0	100.0

Table 5. Industry Employment, by IT-BPO Category

IT-BPO Category	EMPLOYMENT																	
	No. of Persons					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share To Industry Total				
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2010
Contact Center	169,748	212,372	255,765	329,597	433,183	25.1	20.4	28.9	31.4	15.7	12.2	16.6	19.3	62.5	59.8	57.5	61.5	63.8
Transcription	6,621	4,321	7,060	9,131	11,084	(34.7)	63.4	29.3	21.4	(0.8)	0.8	0.5	0.4	2.4	1.2	1.6	1.7	1.6
Animation	4,323	5,656	3,732	3,908	3,973	30.8	(34.0)	4.7	1.6	0.5	(0.5)	0.0	0.0	1.6	1.6	0.8	0.7	0.6
Software Development	44,870	49,893	46,987	49,516	55,464	11.2	(5.8)	5.4	12.0	1.8	(0.8)	0.6	1.1	16.5	14.0	10.6	9.2	8.2
Other BPOs	45,994	82,893	131,267	143,975	175,761	80.2	58.4	9.7	22.1	13.6	13.6	2.9	5.9	16.9	23.3	29.5	26.9	25.9
TOTAL INDUSTRY	271,556	355,135	444,811	536,128	679,464	30.8	25.3	20.5	26.7	30.8	25.3	20.5	26.7	100.0	100.0	100.0	100.0	100.0

Table 6. Industry Compensation, by IT-BPO Category

IT-BPO Category	COMPENSATION																		Annual Average Compensation per Employee								
	Levels in US$ Million					Growth Rates (in percent)				Percentage Points Contribution to Growth				Percent Share To Industry Total					Levels in US$					Growth Rates			
	2007	2008	2009	2010	2011	2008	2009	2010	2011	2008	2009	2010	2011	2007	2008	2009	2010	2011	2007	2008	2009	2010	2011	2008	2009	2010	2011
Contact Center	1,090	1,680	1,954	2,805	3,570	54.2	16.3	43.5	27.3	27.7	9.9	24.9	17.0	51.2	60.8	57.2	62.3	62.1	6,420	7,912	7,640	8,510	8,240	23.2	(3.4)	11.4	(3.2)
Transcription	24	22	35	48	63	(8.1)	57.0	36.6	31.7	(0.1)	0.5	0.4	0.3	1.1	0.8	1.0	1.1	1.1	3,644	5,131	4,929	5,206	5,649	40.8	(3.9)	5.6	8.5
Animation	19	27	21	24	27	42.9	(21.9)	15.8	12.8	0.4	(0.2)	0.1	0.1	0.9	1.0	0.6	0.5	0.5	4,305	4,702	5,568	6,157	6,832	9.2	18.4	10.6	11.0
Software Development	620	536	557	629	849	(13.5)	3.9	12.9	35.1	(3.9)	0.8	2.1	4.9	29.1	19.4	16.3	14.0	14.8	13,817	10,743	11,849	12,699	15,313	(22.2)	10.3	7.2	20.6
Other BPOs	377	497	852	997	1,243	31.9	71.4	17.0	24.6	5.6	12.9	4.2	5.4	17.7	18.0	24.9	22.1	21.6	8,196	5,997	6,493	6,926	7,070	(26.8)	8.3	6.7	2.1
TOTAL INDUSTRY	2,129	2,762	3,419	4,502	5,751	29.7	23.8	31.7	27.7	29.7	23.8	31.7	27.7	100.0	100.0	100.0	100.0	100.0	7,841	7,778	7,686	8,398	8,464	(0.8)	(1.2)	9.3	0.8