

### Fig. 1: Key Factors Affecting HRO Pipeline Activity

(Source: NelsonHall HR Outsourcing Confidence Index)

Factor	Impact
Frozen decision-making	4.2
Clients evaluating new outsourcing opportunities	3.2
Clients now evaluating outsourcing opportunities previously rejected	3.0
Client volumes no longer sufficient to justify outsourcing	3.0
Clients looking to expand scope of existing deals	2.7
Unrealistic client price expectations	2.5
Outsourcing requires more management attention than currently available	2.4
Unrealistic delivery expectations	2.1
Contracts require initial investment that is not available from client	1.9
Return-on-investment from outsourcing is too long	1.9
Contracts require investment that is not available from supplier	1.8