When your business is ready to outsource a bundle of HR processes, which providers are the right choice? Use this MarketScope to help identify and evaluate 11 potential providers to support your company’s comprehensive HR needs.

WHAT YOU NEED TO KNOW
The comprehensive HR business process outsourcing (BPO) market – often referred to in the market as “multiprocess HRO” or “end-to-end HRO” – consists of support for multiple HR business processes through a singular BPO contract. The market is on the cusp of moving from adolescence to early maturity on the Hype Cycle.

Major “deals of size” have been extremely rare in recent years, yet major buyers have, in many cases, been recontracting or renewing their existing marquee deals with leading players. Additionally, some enterprise buyers have gotten better at BPO sourcing management in recent years, and are increasingly looking at best-of-breed, multivendor alternatives to the single supplier, comprehensive HR BPO contract. Yet, we have also seen more augmenting scope (in terms of money spent) on HR BPO deals in the market at large, both in multiprocess deals, as well as in existing single-process, discrete HR BPO contracts. Meanwhile, a contingent of players offering standard, prebuilt, one-to-many services billed “by the service” – often using software as a service (SaaS)-enabled application platforms – have gained market traction, but with targeted deals typically being signed among midsize buyers of 1,000 to 10,000 employees. Comprehensive HR BPO is also on the rise among small businesses.

In addition to innovations around talent management, health and welfare benefits administration, global HR needs, and swiftly developing utilization of mobile phone platforms, look for more of the standardized, SaaS-enabled “hybrid” comprehensive services to continue to alter the dynamics of the HR BPO market and drive innovation for the foreseeable future.

MARKETSCOPE
This MarketScope evaluates BPO providers for comprehensive HR services. Usually, the buyers of comprehensive HR BPO deals are looking for a provider that not only can reduce costs, but also can respond to the dynamic shifts in their business requirements over time. Contracts are typically five to seven years in length. Sometimes, HR buyers may start small, with a discrete HR BPO deal for, say, benefits-administration-only services, but will look to work with a provider that can add incremental services to the relationship over a period of years. This latter model is increasingly the preferred model of adoption, as opposed to the “big-bang,” all-at-once deals seen in the market in the last decade, which essentially sought to supplant the vast majority of the HR function through massive, lift-n-shift contracts.
Comprehensive HR BPO Market Trends

- Significant trends affecting the market include:
  - Huge demand for benefits administration; major focus on health and wellness services, especially centered on U.S. operations, in response to federally mandated healthcare legislation
  - Renewed and more-mature focus on recruiting-led talent management agendas as supported by HR BPO services.
  - Increased appetite for global solutions
  - Increased adoption by the midmarket, and small businesses
  - Increased “unbundling” of the outsourced subprocesses from individual comprehensive contracts

Aligning Your Sourcing Strategy With Comprehensive HR BPO

Being a well-informed buyer matters – know what you want from comprehensive HR BPO. Many buyers are reluctant to “overoutsource” too much of their HR function. Perform a cost-benefit assessment of the time, systems and interfaces required to manage partially outsourced HR functions, compared with the cost reduction that a more-comprehensive approach to HR BPO might deliver. Based on sourcing requirements, think through the processes in which improvements and cost-benefits may be possible and which benefits might, in turn, help fund investments in critical nonoutsourced processes that will help sustain the enterprise’s competitive advantage. Comprehensive HR BPO needn’t be a big-bang approach. HR BPO buyers seeking an eventual comprehensive HR solution should look for HR BPO providers that can add subprocesses incrementally to the contract as their needs change over time.

Although customer experience is a critical input to any decision on quality of HR BPO services, geographic strategy of a provider’s capabilities are also important. Larger companies will often need to support global, regional or multicountry operations, in which a well-balanced global delivery model is essential; more buyers are seeking providers that can accommodate regional or global needs as businesses expand, decline, or face mergers and acquisitions. On that basis, the geographic strategy of the provider matters. Buyers headquartered in different regions will also want to know the provider’s track record of working with businesses within their particular country or region. From a comprehensive HR BPO standpoint, not all vendors in the market have multiregional capabilities, leaving some buyers to cobble together multiple midsize suppliers, especially for smaller countries in which they operate. For small or midsize buyers, offshore capabilities, or a stable of client references outside the “home” market, won’t be as important of criteria. For those buyers, working with a niche provider that has capabilities solely within their own country will often be the right choice.

Using This MarketScope

This MarketScope offers a deep analysis of the competitive landscape for comprehensive HR BPO services by showcasing the relative positioning of the main players in the market according to a variety of criteria, and by offering detailed strengths and cautions for each of the included vendors. The ratings of the vendors represent a combination of research conducted specifically for the MarketScope process, along with input from the Gartner BPO research community, ongoing vendor briefings, interactions with Gartner buyer clients and market developments.

Gartner’s comprehensive HR BPO MarketScope is a useful starting point from which to identify and evaluate comprehensive HR BPO services from a variety of vendors. Selection of a good provider for comprehensive HR BPO services should be based on a detailed evaluation of an enterprise’s HR needs and objectives compared with a service provider’s capacity to fulfill those requirements and expectations. Therefore, enterprises must determine which comprehensive HR BPO provider can best address their particular requirements. In some instances, buyers must be expected to accept the provider’s standard slate of offerings, whereas other vendors will be very flexible in their approach.

Market/Market Segment Description

Comprehensive HR BPO – often called “end-to-end HR outsourcing (HRO)” – consists of support for multiple business processes within the HR domain through a singular BPO contract and typically includes four or more subprocesses associated with HR, from at least three of the following five categories (most of these subprocesses each have multiple subcomponents):

- Payroll
- Benefits administration
  - Defined contribution administration (for example, 401[k] in the U.S. and Registered Retirement Savings Plans in Canada)
- Flexible spending accounts
- Defined benefits administration (for example, pensions)
• Health and welfare benefits administration
• Consolidated Omnibus Budget Reconciliation Act (COBRA) administration (in the United States)
• Online benefits enrollment
• Hiring and recruiting (including background checking)
• Education and training
• Personnel administration

Inclusion And Exclusion Criteria
To be included in this MarketScope, a vendor must have the following:
• At least three existing, publicly stated comprehensive HR BPO deals (as defined by Gartner)

• A minimum threshold of at least $100 million in 2010 in overall HR BPO revenue to establish a “critical mass” and commitment to the HR BPO market

Rating for Overall Market/Market Segment

Overall Market Rating: Positive
The market for comprehensive HR BPO services is largely driven by senior vice presidents of HR, strategic sourcing executives, and CFOs, with significant input of CIOs. With the ever-increasing need to cut costs in the back office, and access standard, “good-enough” effective outsourced services, comprehensive HRO services remain a viable option for most enterprises. With payroll and benefits services forming the administrative core of many comprehensive HRO deals, service delivery and best practices are steadily accruing as the market matures into late adolescence, and early-stage maturity. As evidenced by the positive experiences of the majority of reference clients canvassed for this undertaking, these services can reliably deliver according to the expectations (and exceed them) for most buyers, assuming a good understanding of wants and needs, and based on a solid selection of the right comprehensive HR BPO service provider.

Evaluation Criteria

Table 1. Evaluation Criteria

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Comment</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Market Understanding</td>
<td>Ability of the service provider to understand buyers’ needs and translate these needs into comprehensive HR BPO relationships. Vendors that show the highest degree of vision listen and understand buyers’ wants and needs, and can shape or enhance those wants with their added vision.</td>
<td>high</td>
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<td>Innovation</td>
<td>Direct, related, complementary and synergistic layouts of resources, expertise or capital for investment, consolidation, or defensive or preemptive purposes. The service provider’s reputation as a “thought leader” and innovator also will be evaluated.</td>
<td>standard</td>
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<tr>
<td>Geographic Strategy</td>
<td>The service provider’s strategy to direct resources, skills and offerings to meet the specific needs of geographies outside the “home” or native geography, either directly or through partners, channels and subsidiaries, as appropriate for those geographies and markets.</td>
<td>standard</td>
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<tr>
<td>Sales Execution/Pricing</td>
<td>The service providers’ capabilities in all presales activities and the structure that supports them. This includes deal management, pricing and negotiation, presales support and contracting expertise.</td>
<td>standard</td>
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<tr>
<td>Market Responsiveness and Track Record</td>
<td>Ability to respond, change direction, be flexible and achieve competitive success as opportunities develop, competitors act, customers’ needs evolve, and market dynamics change. This criterion also considers the provider’s history of responsiveness.</td>
<td>high</td>
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<tr>
<td>Marketing Execution</td>
<td>The clarity, quality, creativity and efficacy of programs designed to deliver the organization’s message to influence the market, promote the brand and business, increase awareness of the products, and establish a positive identification with the product/brand and organization in the minds of buyers. This mind share can be driven by a combination of publicity, promotional activities, thought leadership, word of mouth and sales activities.</td>
<td>low</td>
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<tr>
<td>Customer Experience</td>
<td>Relationships, products and services/programs that enable clients to be successful with comprehensive HR BPO deals being evaluated. Specifically, this includes the ways customers receive operational HR BPO service support and strategic account support to ensure that comprehensive HR BPO delivery is in lock step with their business.</td>
<td>high</td>
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Source: Gartner (June 2011)
Vendor Product/Service Analysis

Accenture

Strengths

- Geographic strategy for HRO – global clients will find a broad reaching set of countries and regions served

- Consistency and responsiveness of operational HR delivery personnel, strength of project delivery methodologies and quality assurance

- Depth of client insight and relationship cultivation – Accenture’s comprehensive HR BPO services include payroll, benefits, recruitment, learning, and performance and progression management

- HR thought leadership is broad, with a history of cross-pollination from Accenture’s HCM consultants (see caution below about current consistency of this type of client experience)

- Durability of longevity of presence in the HR BPO market

- Outstanding brand awareness for HR BPO services among buyers, consistently strong in Asia/Pacific, Europe and North America

Cautions

- As HR BPO market has begun to adopt more standard, platform-driven offerings, Accenture’s response has been slow, as has its sales execution relative to its peers; it has about 19 comprehensive HR BPO deals in its portfolio

- Recruiting services are consistently cited as being reactive; given Accenture’s emphasis on talent management services, it will need to reinforce its value here, especially versus recruitment process outsourcing (RPO) process specialists

- Inconsistency and stability of long-term HR BPO leadership, a concern shared and cited by reference accounts

- Inconsistency of utilization of HCM consulting resources across the portfolio of BPO relationships cited

- Payroll services generally don’t spread as broadly, geographically, as Accenture’s other HR services

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Figure 1. MarketScope for Comprehensive HR BPO

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<th>Vendor</th>
<th>Strong Negative</th>
<th>Caution</th>
<th>Promising</th>
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<td>Capita Group</td>
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As of 27 June 2011

Source: Gartner (June 2011)
ACS, A Xerox Company

Strengths

• Breadth of comprehensive HR BPO offerings, which include payroll administration, learning administration, benefits administration, recruiting administration, and workforce administration

• Broad global delivery capabilities, supporting more than 9.8 million employees in 72 countries

• Execution-oriented approach; consistency, quality and speed of responsiveness, adaptability and flexibility when faced with challenges; relationship management skills and client access to executives cited

• Market responsiveness to growing benefits administration demand with ExcellerateHRO acquisition (but near-term integration challenges cited)

• Smooth transition of Xerox acquisition and merger as it pertains to HR BPO; increasing “glimpses” of greater use of Xerox innovation methodologies cited

Cautions

• Need for more proactive HR BPO innovation is consistently cited by references, both for HR technology and service management (e.g., too many manual work-arounds, and difficulty in pragmatically pricing innovation into HRO contracts)

• Inconsistent use of its Buck Consultants (human capital management consulting services) subsidiary to drive HR BPO analytics and thought leadership

• Despite considerable revenue backlog in HR BPO, ACS has maintained a below-average number (10) of comprehensive HR BPO contracts

• Below-average brand awareness for HR BPO services (despite brand strength of Xerox parent company) remains a weakness in marketing execution

ADP

Strengths

• ADP has cultivated a good differentiation for comprehensive HR BPO, with diversification from its strong brand identification as a “payroll niche provider”; ADP’s comprehensive HR BPO services include payroll, benefits, recruitment, learning and performance management.

• Good client references for customer experience; quantity of client installed base, numbering approximately 57 comprehensive HR BPO deals, is a testament to sustained sales execution.

• Modularity of comprehensive offerings and investment in implementation methodology, with a primary focus on (and applicability for) midmarket buyers (1,000 to 15,000 employees) in the United States; acquisition of Workscape broadens compensation and benefits services, in line with market demand.

• Improvement in cohesiveness of ADP client experience, both in terms of attentiveness and responsiveness of account management and technologies. Near-term rollout of its ADP Vantage HCM platform will further enhance perception of cohesiveness both at account, HR practitioner and employee levels.

• Project management methodologies consistently cited as being pragmatic, and aligned to business needs; implementation personnel cited as a strength.

Cautions

• Most of ADP’s comprehensive HR BPO clients are concentrated in the U.S.; ADP’s intent with respect to geographic strategy is to continue to penetrate its payroll-only international customers with a broader portfolio of HR services.

• Consistency in speed and nimbleness in upsell of more comprehensive services to payroll-only clients cited, especially for multinational accounts.

• Although service modularity is a watchword for ADP’s comprehensive services, a consultative approach to HR and business challenges is cited as lacking, especially in talent and succession planning.

• Despite improvements (such as the new ADP Vantage HCM platform) service silos remain consistently cited as an issue at present, both from an integration standpoint as well as client-aligned product management.

• Greater need for quality assurance and testing prior to rollout cited.

Aon Hewitt

Strengths

• Experience and lessons gained surrounding comprehensive HR BPO deals. Aon Hewitt’s sales execution is above average, with approximately 27 comprehensive HR BPO contracts today.
• Demonstrated thought leadership and market understanding for HR BPO; good investments in proactive, long-range HR innovation around social networking, chat and mobility applications, as well as use of strategic, predictive analytics via Executive Workforce Analytics tools to boost strategic visibility of HR executive clients.

• Consistently strong client references and relationships; good fostering of team atmosphere and partnering consistently cited, as are the caliber of delivery personnel and day-to-day customer service levels.

• Despite recent departure of CEO Russ Fradin, customers cite strength of senior leadership, as well as consistently strong execution, transparency and honesty; understanding of (and solid execution against) clients’ HR business goals and objectives also cited.

• Broad portfolio of services with particular strength on benefits administration, in addition to payroll, recruiting, learning, and workforce administration. Recent service improvements in payroll services especially cited.

• Disruption-free experiences cited by clients in wake of Aon acquisition of Hewitt, as well as tangible examples of Aon investing in the business, especially around clients’ exposure to HR risk.

Cautions

• Alignment of HR domains can be an issue, resulting in organizational complexity across HR subprocesses.

• Despite excellent clarity of marketing messages, Aon Hewitt’s overall brand awareness for HR BPO remains lower than its peers.

• Despite investment in international business development, the majority of Aon Hewitt’s comprehensive HR BPO contracts are with companies with headquarters in North America.

Capita Group

Strengths

• Well-established track record and market understanding of the U.K.; Capita’s comprehensive HR BPO services include payroll, pensions administration, recruitment, learning and development, and HR administrative services.

• Capita is a good choice for the U.K. public-sector market, and its HR BPO market responsiveness is especially resonant in a time of government austerity measures; programs aimed at modernizing U.K. public sector HR functions include such areas as data capture, manager self-service, and virtualized service centers.

Cautions

• U.K.-centric presence for service delivery; its niche status here weakens its ability to compete against other players in the comprehensive HR BPO market for deals requiring Pan-European capabilities, let alone global ones.

• Difficulty in marketing its unique capabilities and differentiation as a niche player especially well-suited to the U.K. commercial and public sectors.

• Despite well-articulated sales strategy, its execution has yielded only a limited number of comprehensive HR BPO contracts (which presently number approximately seven).

• Sustained evidence of innovation and HR BPO thought leadership lacking.

Ceridian

Strengths

• Good market understanding, and heritage of customer centricity, stemming from its heritage as a payroll service provider; Ceridian has approximately 25 comprehensive HR BPO contracts with clients of at least 3,000 employees.

• Intent to further leverage its position in payroll contracts to progressively more-comprehensive ones, especially in multi-country deals outside of the US, Canada and UK. Ceridian’s comprehensive HR BPO services include payroll and benefits administration. Additionally, it has made investments (such as its recent acquisition of the Versult Group) for Workforce Management services, focusing on employee scheduling and integration functions.

Cautions

• Articulation of differentiators for comprehensive HR BPO is below average; Ceridian’s brand strength (especially in the North American “home” market) for HR BPO is weak.

• Ceridian has lagged its peers in terms of thought leadership and mind share for innovation in comprehensive HR BPO service delivery.

• Pace of comprehensive deal signings has lagged peer set; no discernible methodology to cultivate additional comprehensive HR deals.

• HCM platform (“InView”) remains behind schedule in terms of rollout for some HR processes, affecting competitiveness.
HP
Strengths

• Broad presence of global clientele in North America, Latin America, EMEA and Australia

• Solid brand awareness for BPO services across geographic regions

• Offers customized approaches to HR BPO for certain clients on an opportunistic basis, especially for payroll aligned to adjacent F&A processes

Cautions

• Difficulty articulating its market differentiation as well as sales strategy; future vision of its strategy in HR BPO is unclear.

• HP has a limited number of comprehensive HR BPO contracts (which presently number about seven), the last of which was signed in 2009; this has inhibited its ability to prove itself as a strong competitor in the marketplace.

• Uneven customer experience with HP transition of legacy EDS HR BPO services, as well as personnel management challenges.

• Forward-looking strategic client planning sessions cited as lacking; some discussions perceived as centered on HP product placement, not HR services.

IBM
Strengths

• Geographic coverage (inclusive of global delivery) to deliver unmatched multiregional HR BPO services. Geographic scope covers more than 99 countries and supports more than 29 languages.

• Strength of market understanding for HR BPO, with a solid road map to future HR BPO needs for the long term. The comprehensive HR BPO offering of IBM’s HR & Learning unit includes payroll, benefits, recruiting, learning, and talent management. There are currently about 22 HR BPO contracts.

• Strong relationship management; clients consistently cite high degrees of confidence in IBM’s HR BPO execution and IBM’s responsiveness (including when working alongside best-of-breed specialists was required).

• Clients value IBM’s strong focus on innovation, especially on workforce management, as well as its thought leadership seminars (“IBM is as much an HR think tank as it is an HR outsourcing company”).

• Depth of skills and access to IBM technologists, especially as it pertains to the pros/cons of using alternative SaaS technologies such as Workday in an enterprise HR BPO setting.

• Strong emphasis on transition management cited, especially regarding testing to ensure smooth cutover to go-live.

Cautions

• Despite recent improvement initiatives, inconsistency of service delivery outputs is cited with respect to quality and accuracy, especially around payroll.

• Some clients feel IBM could be even more proactive and transparent, especially as it regards exactly what constitutes IBM’s “standard solutions,” thereby avoiding unnecessary customization.

• Clients question level of investment in benefits administration capabilities, especially regarding the preliminary work needed now in the face of major healthcare reform in the U.S.

Logica
Strengths

• Good cultivation of Northern European market niche since 2003 in Britain, Ireland, the Netherlands, Sweden, Finland, France and Norway; balanced with a decent Asian and Moroccan offshore presence. Logica’s comprehensive HR BPO services include payroll, recruitment and onboarding, learning services, performance management, core HR administration and HR help desk.

• Market understanding of HR issues – as well as buyer wants and needs – is above average.

• Good teamwork, partnerships and relationships (such as its long-standing membership in the Oracle BPO alliance) cited, as well as client access to executives.

• Speed and competency of execution – Logica’s execution management practices are cited as good (but attendant change management could be improved).

Cautions

• Low number of installed base of comprehensive HR BPO deals, numbering approximately six.

• Proactive support is inconsistent across clients; continuous HR process improvement cited, as well as taking ownership for issue resolution.
• Information security cited as a concern, but steadily improving.

• Innovation cited as lacking (“Logica is not a risk taker”), especially for HR intelligence platforms and analytics.

NorthgateArinso

Strengths

• Acquisition of Convergys has yielded a near-term “strategic leap forward,” with attainment of goal for greater U.S. market penetration.

• Solid transition of Convergys acquisition; clients consistently cite close attention from executives, investment in relationship management and continuity of account teams.

• HRO platform innovation driven by standards-based, multitenant SAP-based EuHReka SaaS platform, reducing heavy implementation and customization fees and user-friendly integration with self-service (especially for midsize to larger enterprises).

• Bold, standards-based model is broadly in line with market wants and needs.

• Geographic strategy features 8,500 employees across 35 countries with good mix of clientele, most of which are headquartered in Europe and North America.

• Above-average customer experience; some 28 individual comprehensive HR BPO contracts with clients above 3,000 employees.

• General, steady improvement of global delivery personnel; language capabilities in global delivery centers are cited as a particular as a strength.

Cautions

• Dual message emphasis on HR SaaS/platforms and BPO services needs tighter integration, especially how clients can move from one model to the other.

• Investment in adjacent strategic HR consulting capabilities needed – beyond mere implementation consultants.

• Proactive solutions to problems with service delivery consistently cited by references. NGA can sometimes be reactive here, and its BPO service delivery capabilities needs to keep pace with SaaS platform innovation (such as offshore call center staff being able to handle more complex inquiries in benefits administration, for example).

• Outside of Europe, chronically low brand awareness for HR BPO capabilities.

TriNet

Strengths

• Excellent articulation of strategy and demonstrated sustained execution of HR and professional employer services (PEOs) for small businesses

• Consistently strong client references and relationships; its direct human capital consulting services delivery is especially cited as providing an outside “voice of authority” to assist with compliance issues.

• Sales execution and volume of contracts among small businesses. It boasts more than 1,250 comprehensive contracts with companies of at least 20 employees, which underscores its strong, well-executed sales methodologies.

• Good market responsiveness – its track record of acquisitions (Gevity, LMC, John Parry and Outsource Group) has positioned it well to capitalize on its target market of “return-to-growth” entrepreneurial businesses.

Cautions

• TriNet’s services are specifically geared toward U.S. small businesses, especially entrepreneurial, high-growth, white-collar companies (and are likely clustered in single metro or geographic markets). Know what you are buying – as the “employer of record,” it is a PEO, and its co-employment model won’t be applicable/appropriate for all small businesses.

• U.S.-centric presence for service delivery; its niche status here weakens TriNet’s geographic strategy rating. Moreover, its service delivery is cited as being inconsistent across U.S. regions.

• Below average IT and technical interfaces – specifically, clients cite lingering effects of its strategic acquisition of Gevity, as well as inconsistent and disruptive upgrade processes.

• Marketing execution hampered by poor U.S. brand strength, especially against recent aggressive advertising campaigns by smaller competitors.

Vendors Added or Dropped

We review and adjust our inclusion criteria for Magic Quadrants and MarketScopes as markets change. As a result of these adjustments, the mix of vendors in any Magic Quadrant or MarketScope may change over time. A vendor appearing in a Magic Quadrant or MarketScope one year and not the next does not necessarily indicate that we have changed our opinion of that vendor. This may be a reflection of a change in the market and, therefore, changed evaluation criteria, or a change of focus by a vendor.
Gartner MarketScope Defined

Gartner’s MarketScope provides specific guidance for users who are deploying, or have deployed, products or services. A Gartner MarketScope rating does not imply that the vendor meets all, few or none of the evaluation criteria. The Gartner MarketScope evaluation is based on a weighted evaluation of a vendor’s products in comparison with the evaluation criteria. Consider Gartner’s criteria as they apply to your specific requirements. Contact Gartner to discuss how this evaluation may affect your specific needs.

In the below table, the various ratings are defined:

**MarketScope Rating Framework**

**Strong Positive**

Is viewed as a provider of strategic products, services or solutions:

- Customers: Continue with planned investments.
- Potential customers: Consider this vendor a strong choice for strategic investments.

**Positive**

Demonstrates strength in specific areas, but execution in one or more areas may still be developing or inconsistent with other areas of performance:

- Customers: Continue planned investments.
- Potential customers: Consider this vendor a viable choice for strategic or tactical investments, while planning for known limitations.

**Promising**

Shows potential in specific areas; however, execution is inconsistent:

- Customers: Consider the short- and long-term impact of possible changes in status.
- Potential customers: Plan for and be aware of issues and opportunities related to the evolution and maturity of this vendor.

**Caution**

Faces challenges in one or more areas.

- Customers: Understand challenges in relevant areas, and develop contingency plans based on risk tolerance and possible business impact.
- Potential customers: Account for the vendor’s challenges as part of due diligence.

**Strong Negative**

Has difficulty responding to problems in multiple areas.

- Customers: Execute risk mitigation plans and contingency options.
- Potential customers: Consider this vendor only for tactical investment with short-term, rapid payback.