

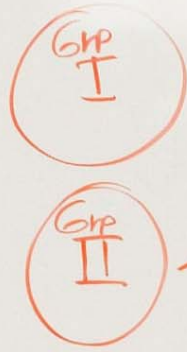
A man and a woman in business attire are sitting at a table, looking at a document. The man is wearing a light purple shirt and a patterned tie, and the woman is wearing a blue patterned top. They are both smiling and appear to be in a collaborative work environment. The background is blurred, showing what looks like a modern office or meeting room.

Outsourcing for high performance

>
accenture

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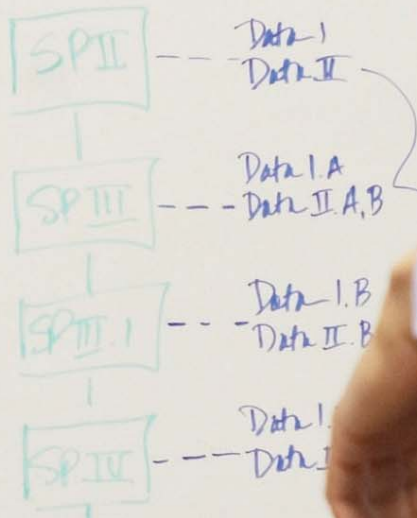
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Today, companies are looking ahead, determining how to do more with less... seize opportunities... and gain competitive advantage. More and more decision makers are turning to outsourcing—and to Accenture—to help them elevate their organizations' performance, driving value into their enterprises and driving cost out.

Outsourcing is an essential tool for every business and government executive. In fact, Accenture's ongoing research into the characteristics of high performance has found that outsourcing is one of the key enablers of high-performance businesses and governments.

Accenture's outsourcing services now touch every industry and every business process. We are transforming existing operations for our clients, making them smarter, faster and cheaper. We are also working with visionary organizations to define the next innovations, the next breakthroughs, the next frontiers.

Companies interested in pursuing outsourcing need a service provider they can trust to provide a direct and immediate response to their business challenges. Having worked for decades with the world's most successful companies, Accenture brings a unique perspective and body of knowledge that can help clients make and implement the best decisions even in these unprecedented times.

Our services and operations are underpinned by a deeply experienced workforce of more than 85,000 outsourcing professionals, supported by a disciplined approach to execution and delivery. Every person in every geography is empowered to drive operational and process excellence as well as high quality.

Our global delivery network stretches from India, China and the Philippines, across Eastern and Western Europe to Latin America and North America: an integrated, 24/7 web of excellence with specialized technology and business process skills.

We invite you to discover why public and private sector organizations are increasingly teaming with Accenture for a broad range of outsourcing services that are helping them drive toward high performance.

What do the most successful enterprises know about outsourcing?

1. You're hiring a partner, not just a provider.

2. It's more than a contract, it's a business relationship.

3. It's not just about reducing costs, it's about achieving business outcomes.

For two decades, while providing outsourcing services to our clients, we have found one consistent characteristic to the most successful outsourcing arrangements: a relationship built on trust and commitment. At Accenture, we find that our clients often begin their outsourcing journey looking for a "provider" but they soon find that what they actually want and need is an outsourcing *partner*.

The reason is simple: an outsourcing arrangement is a big commitment over an extended period of time. Accenture's outsourcing clients trust us to operate specific services on their behalf but they also look for something more. They trust us to play an important role in their organization's future success.

Successful outsourcing partnerships are able to meet both short- and long-term needs. To deliver rapid and predictable results, we begin by working with our clients to clearly define the desired business outcomes. Then we put precise and objective performance metrics and effective governance mechanisms in place to ensure those goals are met and tracked along the way. At the same time, we partner with our clients to anticipate their long-term needs, and we help them innovate to stay ahead of the marketplace.

A good relationship is one that is able to adapt to changing conditions, so we factor in flexibility upfront to be able to adapt to the inevitable ebbs and flows in a client's business.

Why outsource?

Organizations of every shape and size are pursuing outsourcing strategies today. Ask senior executives why and you'll hear a variety of reasons:

- Enhance capabilities in key competitive areas.
- Partner with experts to increase innovation.
- Increase the ability to focus on core competencies.
- Improve service quality.
- Reduce costs.
- Speed time to market.

Ultimately, however, the common goal of every executive is to increase business performance, profitability and competitiveness.

The combination that differentiates

When you partner with Accenture for outsourcing services, you will work with industry specialists who understand your unique challenges, who can see the world as you do and who can help set you apart in your industry. This industry focus—with an understanding of key business issues and trends, and applicable technologies and business solutions—enables us to deliver innovative solutions tailored to each client or, as appropriate, standardized capabilities to multiple clients.

To complement our industry teams and respond to specific performance needs, we offer consulting experience and practical skills in the business processes and functions that are critical to helping you achieve high performance:

Accenture is dedicated to using advanced outsourcing capabilities and services to help our clients become high-performance businesses and governments—organizations that consistently exceed their peers by quantifiable standards, outperforming them across economic cycles as well as new generations of leadership.

Outsourcing with Accenture can drive high performance through:

- Bottom-line performance improvements.
- Increased efficiencies and leading practices.
- Improved operational excellence.
- Better access and utilization of technology.
- Ongoing access to deep knowledge and experience.

- Strategy
- Customer relationship management
- Finance and performance management
- Human performance
- Supply chain management

Accenture helps organizations manage the full range of their information technology needs. We develop and deploy custom and application software such as SAP and Oracle to streamline and integrate business processes and systems. We provide solutions to help organizations optimize their IT infrastructures and to transform data into practical insights. Working with our alliance partners Microsoft, Oracle and SAP, as well as with our Avanade subsidiary, we develop and deliver cost-effective, innovative, technology-enabled business solutions.

Key industries we serve:

Aerospace and Defense
Airline
Automotive
Banking
Capital Markets
Chemicals
Communications
Consumer Goods and Services
Electronics and High Tech
Energy
Financial Services
Forest Products
Freight and Logistics
Health and Life Sciences
Industrial Equipment
Insurance
Media and Entertainment
Metals
Mining
Public Service (Government)
Public Transportation
Retail
Travel
Utilities



IT Outsourcing

Accenture research reveals that the most successful businesses view information technology (IT) as a strategic asset to help them stand apart in their markets. They seek to leverage IT as a key driver of high performance.

Accenture delivers proactive guidance to help clients create a technology environment that is flexible and responsive—one in which applications can generate gains throughout the enterprise.

Accenture's application outsourcing approach can help clients to effectively reduce costs while industrializing capabilities for the long haul. In addition, Accenture can take application outsourcing to the next level, helping to increase value derived from limited IT investments.

Application Outsourcing

Accenture is an IT leader. We have a market-leading application outsourcing business with more than 600 clients around the globe and a committed focus to giving our clients more than a simple labor arbitrage solution.

Our services are flexible and multi-dimensional to meet our clients' every business need:

Services

We can provide production support and application maintenance services or broaden the scope to include application testing, enhancements, upgrades, comprehensive application development or legacy modernization.

Breadth of applications

We can focus on a single application, a group of applications or an entire portfolio of software applications. And we have deep skills and experience in all leading business packaged applications as well as custom and industry applications.

Business model

We tailor our outsourcing engagements to meet each client's specific needs, carefully considering size and complexity. Whether providing one skilled IT professional to supplement your staff or engaging in a strategic partnership to drive business outcomes, we can support a full range of IT needs.

Our application outsourcing approach takes application development and application management to the next level, helping to increase value from IT investments while reducing total cost of ownership. Some of the application outsourcing solutions Accenture offers include:

- **Application management:** ongoing support of an existing set of applications.
- **Application development:** analyze, design, build, test and implement new functions and/or applications as a managed service for a specified period of time.
- **Application development and management:** full scope of development, implementation and ongoing management services for new and existing applications.
- **SAP application outsourcing:** enhancement and ongoing management services for SAP applications.
- **Oracle application outsourcing:** enhancement and ongoing management services for Oracle applications.
- **Transformational application outsourcing:** detailed focus on the "transformation" of an organization's IT capability to more effectively enable strategic business objectives.
- **Design, Build, Run:** In conjunction with our leading BPO business, Accenture includes application outsourcing for related business systems.

We also offer niche solutions aligned to our clients' specific business needs:

- Application testing
- Capacity services
- Captive services
- Legacy modernization
- Contractor consolidation

Infrastructure Outsourcing

Accenture delivers a complete and integrated set of managed infrastructure services, encompassing all infrastructure functions—from network access to desktop management to remote technology support. Drawing upon technology solutions that are free of proprietary bias, Accenture helps clients reduce their technology footprint while creating a measurably more cost-effective, secure and responsive infrastructure that scales and adapts to business needs.

Accenture organizes managed service offerings into six main areas. Whether delivered as discrete, standalone solutions, or provided in combination with Accenture application and business process outsourcing services or infrastructure consulting, these managed services are delivered consistently and efficiently, guided by standards-based processes and a common governance framework. These service offerings include:

- **IT spend management:** Asset management, managed procurement and technology spend management to reduce overall IT non-salary spending.
- **Data center services:** Hosting to support development and production environments, storage services, database management and messaging services.

- **Service desk:** Help desk, single point of contact for support and online portal services to resolve front-line issues.
- **Security services:** Identity management; intrusion and firewall protection; end-user device and messaging security; and policy and awareness.
- **Network services:** Data and voice network management, optimization and converged services.
- **Workplace services:** Lifecycle management for desktops, field services and mobile devices, and file and print services.

High performance delivered through outsourcing

Application Outsourcing

Texas Medicaid

Accenture is supporting Texas Medicaid in increasing performance levels and controlling costs for the technology that supports the end-to-end processing of claims. This includes development and maintenance for 300+ applications, along with data center operations, hardware and software procurement, network operations and project management. At contract inception, Accenture reduced outsourcing costs for the Texas Medicaid program by 20 percent with an optimized organizational structure that raised the quality of services and reduced rework through the CMMI process. As part of the transition, Accenture re-platformed approximately 40 percent of the applications to a more cost-effective Microsoft-based platform, converted legacy application servers and Oracle database servers to a consolidated Microsoft platform and introduced an

enterprise-wide security authentication and authorization approach. By simplifying claims submission processes, Accenture is reducing costs and improving the experience for stakeholders. With easy access to claim information via a new provider portal, the number of phone inquiries has dropped by more than a third, while new executive dashboards give leadership daily insight into claim performance. By leveraging technology, Accenture is proactively leading Texas Medicaid to drive high performance.

BP North America Refining and Marketing

As a result of M&A activity, the BP Refining and Marketing Operations in the United States were supported by three application solutions—each managed from a different location with different processes and support organizations. This placed the U.S.

Downstream in a position of significant risk, complexity, and excess cost related to associated applications and processes. BP launched a multi-year program to harmonize business processes and supporting technologies across all of the U.S. Refining and Marketing business on a single instance of SAP. Accenture was selected to execute a Design, Build, and Run engagement to harmonize the U.S. Refining and Marketing businesses, including a 10-year outsourcing contract. Accenture leveraged the Accenture Delivery Center Network and used skilled professionals in Houston, Cincinnati and Bangalore, India, to deliver the right solution for BP. Working with Accenture, BP has achieved high performance with stable services levels and increased productivity. Accenture has helped BP to dramatically reduce baseline costs by 45 percent over the past 4 years resulting in savings of about \$6 million.

High performance delivered through outsourcing

Infrastructure Outsourcing

World Equities Exchange

For a prominent world equities exchange, Accenture took over end-to-end IT operations, helping the client advance toward high performance by dramatically reducing fixed costs through consolidation of its complex infrastructure environment and improvements in processes. The savings funded a new fully electronic trading and information platform, which Accenture has since evolved to enable 300 percent more trading capacity and to seamlessly handle the workload of other world exchanges. The exchange is now the world's leading equities

platform, with the flexibility, security, availability and reliability to support its ongoing transformation.

Caixa Catalunya

Caixa Catalunya, the third largest savings bank in Spain, sought to reduce its IT costs by outsourcing its application and infrastructure support functions, and turned to Accenture for help with a solution. The answer was an innovative partnership. "We chose Accenture because they share their experience and lead our information technology in the right direction," says Andreu Plaza, Retail Banking Division Director, and former Caixa Catalunya

CIO. Together, the bank and Accenture created ITC, a new company to provide these infrastructure outsourcing services. The result: a 29.5 percent reduction in service costs and a 30 percent reduction in the bank's total IT budget. Caixa Catalunya now enjoys higher service levels, with fewer outage incidents, reduced time to execute fixes and greater platform availability. ITC helped Caixa outperform its savings bank peers by reducing the bank's cost-to-income ratio by 14 points over a three-year period. Based on this success, Caixa renewed its agreement with Accenture in 2005 for an additional 10 years.

Business Process Outsourcing

Accenture works with clients to develop and deliver business process innovations through outsourcing services that transform their enterprises and deliver high performance at lower costs.

Accenture Custom BPO Services

Accenture provides a broad spectrum of "on-demand" custom outsourcing services designed to address the unique needs of client organizations. A custom business services engagement can include an entire function or discrete activities within or across multiple business functions.

A customized BPO solution is often the right answer for organizations looking for a step change in performance to ensure ongoing competitiveness and performance—essential attributes for success in today's economic climate.

Cross-industry BPO Services

Accenture provides cross-industry, function-specific business services to multiple clients on an outsourced basis employing industrialized assets and tools. This enables us to deliver consistent, repeatable results to our clients.

Customer Contact BPO

Accenture helps clients drive toward high performance by enabling them to build mastery in the broad range of customer contact functions and capabilities, improving their ability to deliver branded customer experiences that increase customer loyalty and retention.

Engineering BPO

Accenture provides a complete suite of engineering BPO services including product design, design validation and analysis, manufacturing and aftermarket support. These services help clients

Business process outsourcing (BPO) is quickly emerging as a key to achieving high performance. Accenture pioneered the BPO market and is intent on continuing to lead the BPO market evolution.

If you are considering a BPO solution, chances are you want to:

- Improve performance while increasing profitability.
- Transform the way your business works.

- Achieve rapid, sustainable improvements in enterprise-level performance.
- Drive costs down while increasing scale and efficiencies.

We provide our clients the full array of business process outsourcing services underpinned by operational excellence and cost-effectiveness.

optimize workforce performance and productivity, drive innovation, reduce operating costs, and launch new products to market, at speed.

Finance and Accounting BPO

Accenture offers a complete suite of finance and accounting BPO services. We provide core finance processes such as order-to-cash, procure-to-pay and record-to-report, but we also focus on driving high performance for clients through value-focused services such as profit recovery and analytics. Accenture works closely with clients to unleash value by optimizing payment terms, improving working capital, tightening operating controls, enhancing compliance and improving the bottom line.

HR BPO

Accenture helps clients to optimize their workforce performance and increase their return on people investment. With capabilities covering the entire

talent management life cycle and employee services, Accenture delivers measurable improvement in business performance. These results include increased visibility and control of HR costs, improved workforce productivity and increased customer satisfaction.

Learning BPO

Accenture helps clients create a talent-powered organization—one with distinctive workforce capabilities that can drive efficiency, competitive advantage and high performance. Accenture offers learning outsourcing services across the range of enterprise learning processes—including strategy and planning, content design and development, cost-effective delivery, and administration and support services.

Procurement BPO

Accenture helps clients drive toward high performance through their procurement function by delivering spend savings, reducing risk and

implementing performance improvement and innovation. Providing a complete source-to-pay business process outsourcing solution, Accenture enables clients to reduce their overall cost of acquiring third-party goods and services. Accenture works with clients to establish and develop good vendor relationships and improve the efficiency and effectiveness of all procurement-related activities.

Supply Chain BPO

Accenture offers a comprehensive range of supply chain outsourcing services: Demand management, Supply management, Transportation management and Materials management. Accenture works closely with clients to improve process and operational performance, increase flexibility to respond to demand fluctuations and help them gain faster access to enabling technology and performance analytics.

High performance delivered through outsourcing

Cross-industry BPO Services

Telstra

In November 2005, Telstra CEO Sol Trujillo announced a five-year, end-to-end business strategy to move the organization from a 20th-century telephone utility with a government-style culture to a 21st-century growth business with a customer service culture.

The move included an investment of AU\$200 million to develop a next-generation engineering, technical and operations workforce to deliver on Telstra's transformational business strategy. As part of the investment, the company created the Telstra Learning Academy in collaboration with Accenture.

With a governance structure in place, mechanisms to keep learning investments aligned with business strategy, innovative delivery and great content, the academy model positions learning as a core part of Telstra's transformation program and growth strategy.

The Telstra Learning Academy is having a measurable impact on the performance of the company's people and its business. For example, a training program to support a major organizational restructure with the centers that manage field workforce logistics contributed to an increase of more than 50 percent in workforce productivity. An induction program for call center employees contributed to an 11 percent reduction in average call-handling time, which could save Telstra more than AU\$1.6 million per year.

BT Group

One of the world's leading providers of communications solutions and services—launched an aggressive financial operations improvement program in 2006, which included outsourcing. The first of two initiatives involved Accenture working with BT to outsource its non-UK transaction processing activities. The second program—a pioneering move in finance and accounting outsourcing—was launched in early 2007, when BT transferred 50 percent of its reporting, planning and analysis functions. Accenture is now delivering higher-value finance and accounting services—including management reporting, financial planning/analysis, month-end close activities and budgeting/forecasting services—from the Accenture Delivery Center in Chennai, India.

Accenture also is assisting in designing and implementing a robust control and compliance framework to support Sarbanes-Oxley obligations and meet BT's internal performance benchmarks and metrics. BT is using outsourcing in a unique way and is deriving benefits that few other initiatives have realized. From the first initiative the company's costs per transaction have dropped by almost 60 percent, and total cost of ownership fell by half. BT has taken finance and accounting outsourcing in a new and more strategic direction. As a result, it now enjoys outstanding finance performance levels, as well as worldwide visibility into the activities, accomplishments and concerns of its financial operations.

Large automotive manufacturer

This European subsidiary of a large automotive manufacturer is responsible for the manufacturing, distribution, marketing, and sales of products in the European market. It employs approximately 14,000 people across its operations. The company looked to outsourcing to improve the way it develops, manages and delivers human resources (HR) services to its employees.

Under a seven-year business process outsourcing contract signed in 2006, Accenture provides recruitment, performance and progression, learning, employee lifecycle management, payroll administration and information management services to the company's 14,000 employees in France, Spain and the United Kingdom—as well as all the other 20 European countries where it operates. These services are delivered in English, French and Spanish from the Accenture Delivery Centers in the Czech Republic, India, Spain and the United Kingdom.

Over the last few years, Accenture has helped the company implement an integrated HR system; reduce HR costs, for services in scope, in excess of 30 percent; design and implement standardized HR processes across 20 countries; and improve scalability of HR services to meet peak demands.

According to the vice president of the company, "Our employees are our most important asset, and to attract, retain and leverage the best talent it is critical for us to team with a player with deep industry experience and business process knowledge. Accenture's skills in HR process design, system implementation, breadth of services and global delivery capability are helping us to transform our HR operations and maximize workforce performance."

Industry-specific BPO

Accenture provides a number of industry-specific business services to multiple clients on an outsourced basis using standard operating models.

Navitaire (for Airlines)

A wholly-owned subsidiary of Accenture, Navitaire helps airlines improve their competitive position by delivering industry leading services that enable growth, profitability and innovation. From newly launched airlines to well-established carriers, Navitaire's end-to-end airline management solutions provides reservations, revenue management, operations management & recovery, and revenue accounting services.

Utilities BPO

Serving over 40 million utilities end-customers in North America and Europe, Accenture is the largest provider of outsourced customer care, technology and business services to utilities clients. Accenture provides scale and world-class meter-to-cash services to the globally fragmented utility industry and as a result more successfully manipulates the industry value levers, improving profitability and reducing cost to serve with the highest customer satisfaction. Accenture Utilities BPO Services has 5,000 employees operating today in seven countries (Canada, United States, Spain, the Netherlands, United Kingdom, the Philippines and India).

Insurance BPO

Accenture helps insurers achieve significant cost reduction and improved speed, accuracy and consistency of processing through a broad range of core insurance processing capabilities. Our industry-specific offering helps clients standardize, simplify and automate to achieve sustained high performance and meaningful differentiation—with minimal up-front capital investment.

Health Administration BPO

Accenture provides outsourcing services that help market-leading health companies to drive high performance, innovation and improved health outcomes. Outsourcing with Accenture allows clients to increase their quality of service, gain more control over business operations and performance and create a responsive organization.

High performance delivered through outsourcing

Industry-specific BPO

Generali

Generali, an international life insurance and employee benefits company, outsourced its policy administration to Accenture Insurance BPO Services as part of a strategy to integrate two new acquisitions quickly and effectively.

The integration of the two new businesses into Generali was accomplished by transferring approximately 150,000 policies to Accenture. The Insurance Data Migration Factory was used to ensure that all records were rapidly and accurately converted and moved onto a shared processing platform. Policy administration for closed books was transferred to Accenture Insurance BPO Services, which involved the standardization and automation of processes and the responsibility for customer care was taken over by Accenture Insurance BPO Services' call center.

Outsourcing has helped Generali integrate its new businesses successfully and has set them on the path toward high performance. Data migration was achieved at speed, and Generali's policy processing smoothly transferred to Accenture. The industrialized processing model, with its best-practice components, generated immediate cost savings and quality gains. Administration costs were reduced by more than 50 percent at the same time as customer satisfaction was improved and processing back-logs reduced: within three months, the stock of requests and complaints was reduced by two thirds. All of this was achieved without major capital expenditure, and without Generali having to divert resources and energy from new product development to overseeing the integration project.

BC Hydro

BC Hydro, one of the largest electric utilities in Canada, serves more than 1.7 million residential and industrial customers in British Columbia. In 2003, Accenture Utilities BPO Services began a 10-year contract to provide BC Hydro with customer care; technology services (application and infrastructure); human resources; purchasing and building office services. As part of this outsourcing process BC Hydro transferred 1,500 shared services employees to Accenture.

Over the first five years of the agreement, BC Hydro has realized gross cumulative savings in excess of \$CAD 100 million. In addition, BC Hydro has teamed with Accenture to implement numerous innovations including the transformation of customer call centre operations and the introduction of standardized project management and IT solution delivery.

According to Former BC Hydro Chair Larry Bell, "This agreement makes it possible for BC Hydro to continue delivering the world-class customer care our ratepayers expect, while at the same time significantly reducing our costs and dramatically increasing our operational efficiency. With the contractual obligation to deliver the same or better customer service and cost savings of CAD\$250 million over ten years, this is a terrific opportunity for the BC economy, consumers, employees and both companies."

Microsoft

Microsoft's Europe Middle East Africa region (EMEA) Operations Center in Dublin manages the end-to-end operational activities for its customers and channel partners across the region. The EMEA Operations Center processes

over 5.5 million orders each year and ships over 26 million units to 120 countries across the region.

The Operations Center needed to supply a consistent managed service to support its growing business. In addition, it wanted to improve the quality of service that it provided to its customers and partners, as well as its overall cost effectiveness.

Accenture Custom BPO Services is delivering key operational activities for Microsoft's Volume Licensing and Commercial Services businesses—Microsoft's biggest revenue earner in the multi-billion dollar EMEA region—including:

- Contract, agreement and order processing for volume licensing
- Order management and billing for commercial services
- Rebate and channel incentive payment processing
- Customer care for all operational and tools-related Queries

These services are provided in six languages in support of all relevant sales locations and time zones by a team of approximately 180 Accenture staff from Microsoft's EMEA operations center in Dublin.

Accenture also helped implement a forecasting and capacity planning process, enabling Microsoft to ramp-up staff to support peaks in business volumes and related customer queries.

Through Accenture's Custom BPO Services, Microsoft's cost per activity has decreased while overall productivity has increased. The Accenture team also helped Microsoft improve its customer satisfaction ratings to the highest level yet—placing Microsoft further along the road to high performance.

Ready to bundle?

Accenture and savvy market watchers believe the outsourcing market will continue to evolve toward bundling or combining outsourcing services.

Outsourcing several related functions at the same time enables executives to "connect the dots" among different business functions, sharing resources, applications and platforms. Accenture can help organizations drive toward high performance by enabling significant cost savings and greater speed to value through bundled outsourcing. Savings from consolidated vendor management alone can result in millions in savings. Workforce performance also can improve through better process design and more efficient hand-offs. Customers can be served more effectively.

Bundled outsourcing also addresses the challenge of governance and the juggling and managing of various providers and contracts. With standardized, repeatable processes under one integrated governance structure, a bundled outsourcing

approach enables better administration, management and measurement. Over the long term, bundled outsourcing allows an organization to continuously drive down costs, improve performance and gain global competitive advantages.

The benefits of Bundled Outsourcing from Accenture

Based on our proven track record with clients across multiple industries, Accenture Bundled Outsourcing services can deliver significant benefits that can drive high performance:

Reduced redundancies and costs

Operating multiple processes from a single platform can reduce costs for hardware, development, maintenance and licensing.

As the reliance on various forms of outsourcing grows rapidly across every industry, a number of organizations—those who are “masters of outsourcing”—are advancing more rapidly toward high performance by outsourcing a bundle of business processes across functions. Accenture, a leader and pioneer in the outsourcing arena, can work with organizations to deliver bundled outsourcing capabilities and services that can transform the performance of multiple business functions.

Bundling is a market-leading approach to outsourcing that takes a comprehensive set of end-to-end processes across core business functions and IT systems and combines them into a single outsourcing arrangement. A bundled outsourcing approach enables organizations to gain significant efficiencies by bridging the traditional silos of core business functions.

Better competitive positioning

Bundled outsourcing creates measurable competitive advantage by leveraging the synergies among related business processes. Organizations can realize savings in cycle times and costs, enabling them to compete much more aggressively on price and performance. They can also gain competitive advantage by focusing more investment and management time on their core businesses.

Standardized operations

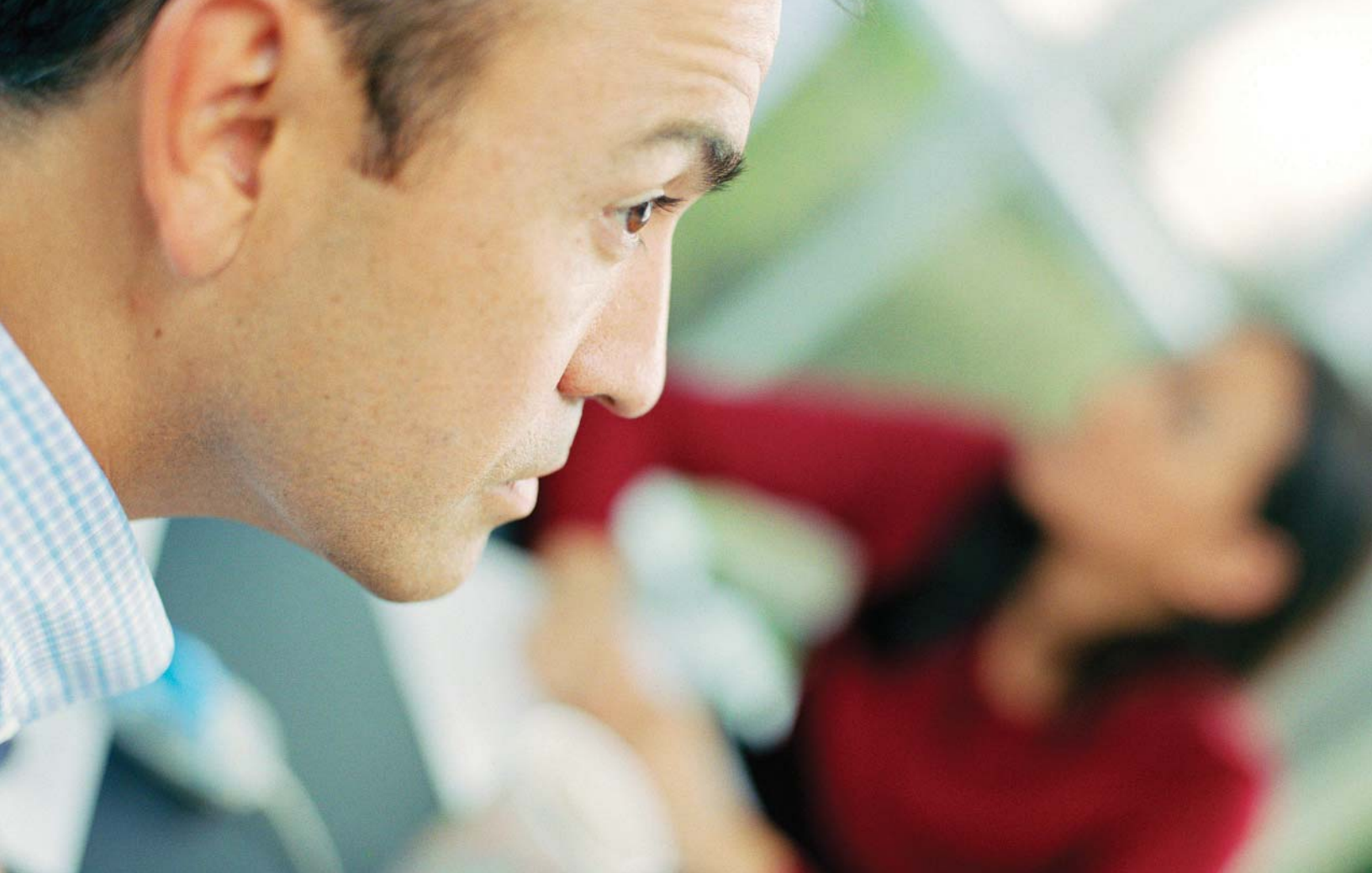
Clients benefit from the consistent approach to business processes, methods and terminology that bundled outsourcing provides. This means one six-sigma program, one set of process documentation, one management model, one change management process and one global footprint covering where they are today, and where they plan to be tomorrow.

Lower risks and improved operational efficiencies

Touch points both within and among processes can be complex: Accenture estimates as many as 150 touch points exist across a given process. These points make organizations susceptible to error, risk and inefficiency. A single bundled outsourcing provider can take responsibility for integrating the interfaces and touch points across processes, reducing risk and increasing performance synergies.

Simpler governance processes

Creating a relationship with one service provider is much more cost efficient than managing across many different providers. Organizations benefit by having a single point of accountability, reducing the amount of administrative and contract activity.



High performance delivered through outsourcing

Bundled Outsourcing

Global pharmaceutical company

A global pharmaceutical company initially planned to select individual outsourcing service providers for each of three functions: application management; human resource operations and payroll; and finance processing. Accenture, however, proposed a market leading approach: award a contract to a single vendor that would assume responsibility for all three areas. This would allow the company to simplify the governance process, improve performance, take advantage of business synergies and reduce redundancies and operational costs. Accenture estimates the 10-year bundled outsourcing arrangement will help reduce costs up to 40 percent annually.

Which functions are frequently bundled?

F&A BPO and Procurement BPO

- Increases visibility into both purchasing and accounts payable.
- Tracks compliance with strategically sourced contracts to increase compliance and savings delivered over time.

F&A BPO and HR BPO

- Consolidates back office processes including payroll processing, travel expense reporting and HR administration.
- Improves compliance with payroll expense policies to improve cash flow.

HR BPO and Procurement BPO

- Improves procurement for key third party HR contracts in areas such as recruiting, temporary staffing, training, and benefits.

HR BPO and Learning BPO

- Drives more productive employees using more relevant skills and fewer work hours.
- Helps improve the connection between recruitment, retention, training development and reward.

BPO and ITO

- Reduces complexity and governance.
- Reduces IT costs.
- Frees working capital to feed strategic growth opportunities.

Superior execution

Superior execution begins with a smooth transition and start-up

The first weeks of an outsourcing arrangement can be critical to success, and Accenture has a distinctive track record in putting in place the right programs so that the transition and start-up period creates value quickly. For Accenture, this first step, called "mobilization," ensures a smooth transition of people and service from the client to the new outsourcing unit. Rigorous, defined and well-supported steps integrate the key processes required to successfully start up an outsourcing contract. Mobilization requirements help shape the overall arrangement, and Accenture advises client decision makers about what to expect, and how our organizations can work together most effectively to

start the outsourcing arrangement off on the right foot and provide a lasting foundation for high performance.

At the core of our mobilization capability is a highly experienced team that helps integrate all the key services required—legal and commercial, human resources, finance and client services. We also have created a standardized, proven approach and road map to avoid disruptions of service during the transition.

Accenture has a tried and tested approach to mobilization that covers service and people transition as well as solution realization.

Service and people transition

During the initial phase, we work with our clients to establish operations to transfer responsibility of the operational service to Accenture. Service transition integrates the activities and outcomes

of people and/or knowledge transfer, contract management, financial management, service management, unit operations management and communications.

Solution realization

Once transition is complete, we plan and implement defined projects required to position the operations to deliver on long-term financial and contractual obligations.

Superior execution is enabled by industrialized delivery capabilities

An outsourcing service provider should enable clients to out-deliver on information technology and business processes in order to help them out-perform in the market. Accenture's approach to outsourcing delivery helps organizations to do both.

The Accenture Delivery Suite for Outsourcing is our innovative approach to outsourcing delivery that enables us to drive high performance for our clients. This standardized yet flexible framework of integrated methods, tools and metrics represents our best thinking, knowledge and experiences.

The Accenture Delivery Suite for Outsourcing ultimately drives measurable business results by helping organizations not only to reduce and control costs but also to improve performance and innovate in the marketplace.

The Accenture Delivery Suite for Outsourcing is comprised of core capabilities:

Accenture Transition Management

Accenture Transition Management ensures a fast and effective transfer of people, processes and technology in the initial stages of outsourcing, limiting disruption to the business and maximizing the early returns of the relationship.

Accenture Service Delivery

Accenture Service Delivery provides a central point of command for the resources required to operate outsourced technologies and business processes, giving clients more consistent, predictable outcomes in cost and performance.

Accenture Performance Management

Accenture Performance Management provides greater visibility and management insight into the services we provide to clients, enabling them to maintain control and visibility.

Accenture Service Optimization

Accenture Service Optimization improves, and can even transform, the performance of outsourced operations by reducing complexity on an ongoing basis, opening the door to continuous improvement of IT and business processes.

Accenture Delivery Methods

The foundation of these delivery capabilities are the Accenture Delivery Methods, which help define the work processes required to ensure that the right people are doing the right things, at the right time.

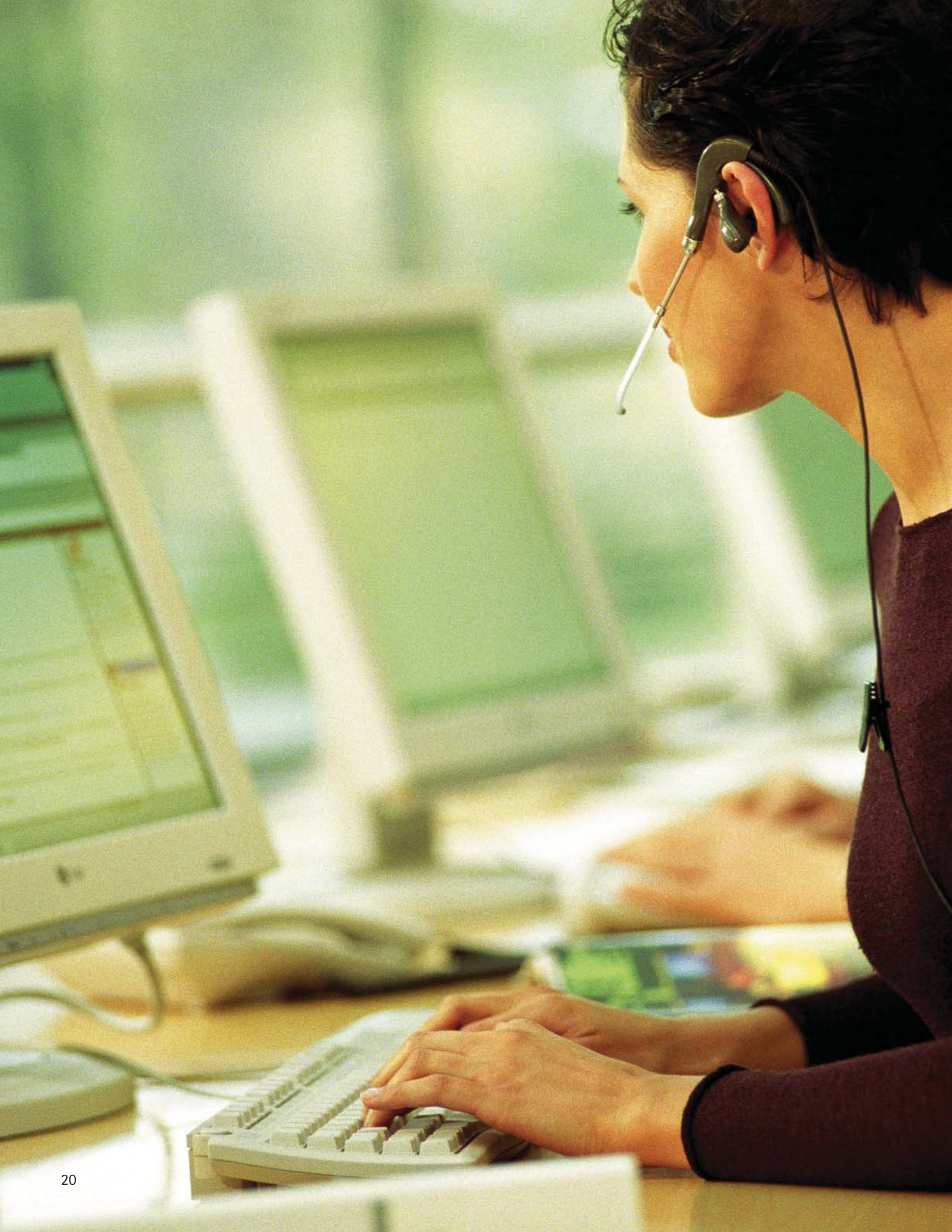
Superior execution is underpinned by operational excellence

Our clients look to Accenture to help them become more responsive to the market, more profitable, more efficient and more effective. We are continuously innovating based on the experience of our deeply-skilled professionals. We also scan the market for new ideas, processes and technologies so that all of our clients experience superior business outcomes. Operational excellence is what Accenture has always delivered and now we've redefined the outsourcing industry by infusing operational excellence into outsourcing solutions worldwide.

Accenture uses operational excellence to help our clients achieve high performance. While many outsourcers focus exclusively on cost reduction, Accenture's outsourcing services help organizations and government agencies achieve optimal service, quality and cost outcomes both now and in the future. We focus on our clients' critical requirements and unique business strategies to create tailored, responsive solutions that deliver measurable, repeatable and predictable results.

How do we do it? Our workforce is specifically recruited so that we attract, develop and retain the highest level of business, industry and operational skills. We encourage and foster a mindset and culture of continuous improvement and knowledge sharing. We empower and reward behavior that is proactive and efficient, and that achieves or exceeds expected client outcomes.

Accenture's outsourcing solutions utilize a strong foundation of technology, process design, measurement and controls. This combination ensures consistency and adherence across your entire global enterprise. This operational environment delivers cost effective and efficient services while simultaneously enabling continuous process and business improvements.



Accenture Global Delivery Network

The Accenture Global Delivery Network delivers excellence everywhere you need it.

Accenture's Global Delivery Network is instrumental in delivering faster, higher-quality services with less risk and more predictability. Wherever your organization operates, the Accenture Global Delivery Network provides your enterprise with access to proven methods, leading-edge tools and platform-specific architectures, all in the hands of skilled, flexible professionals. This network is a remarkable union of strategy and delivery, a proactive partner, and a unified team of uniquely inventive and experienced professionals, continuously working to power high performance in every part of your world. The fact that multi-disciplinary teams in each center all work the same way across locations following a standard blueprint enables fast, seamless collaboration and continuous innovation no matter where your business is.

Our delivery centers are strategically located wherever we can tap an expansive pool of talented workers, and wherever our clients need specific language skills and geographic proximity to key global or regional markets. Our Global Delivery Network footprint includes more than 50 delivery centers across the globe. In addition to a leading presence in India, Accenture's Global Delivery Network includes centers in the Philippines, China, Eastern Europe and Latin America.

Accenture is a global market outsourcing leader.

Accenture serves more than 30 industries and 100 countries.

Accenture has more than 50 delivery centers across the globe.

Accenture has unmatched scope, scale and depth.

Did you know? Accenture...

Global scale and reach

Manages hundreds of application outsourcing arrangements that involve fewer than 100 people...and many with more than 1,000 people.

Provides deskside/onsite support for more than 300,000 seats.

Provides BPO services to client operations in more than 150 countries.

Provide pension fund administration to approximately one million members.

Business acumen

Employs more than 8,000 skilled HR, learning and performance professionals.

Employs more than 120 global instructors.

Employs 14,000 customer contact agents.

Employs more than 2,300 procurement professionals.

Employs more than 3,200 insurance processing professionals.

Employs more than 9,000 finance and accounting professionals.

Knowledge and experience

Serves more than 85 airlines worldwide, including five of the world's 10 largest.

Has knowledge and experience in more than 1,000 goods and services categories.

Manages more than 500 classrooms.

Processes more than 18 million purchase orders/invoices annually.

Manages more than 17,000 course titles.

Handles more than 10 million claims transactions annually.

Serves more than 1 million users of learning services.

Provides technical help desk support for 600,000 users in eight languages.

Processes more than 2 million insurance policies.

Serves 40 million residential utilities customers.

Certifications


Achieved ISO 20000-1:2005 certification for Accenture delivery centers in India. Accenture is the first organization in the world to achieve this certification.

Attained CMMI® Level 5 for delivery centers in Spain, India, China, Brazil and the Philippines.

Awards

Ranked No. 1 for the second consecutive year in the 2009 Global Outsourcing 100 by The International Association of Outsourcing Professionals (IAOP).

Received Outsourcing Excellence Awards four consecutive years: Best First Steps with South West Water (UK) (2009); Most Strategic with Microsoft (2008); Best EU with Thomas Cook (2007); and Best Partnership with BT (2006).



Want to get started?
Let us show you how.
For more information on
Accenture outsourcing,
go to [www.accenture.com/
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