

A large, stylized orange chevron graphic pointing to the right, composed of two parallel lines that meet at a point on the right side.

High performance. Delivered.

Accenture Global Delivery Network

A Focus on Spain

World-Class Delivery

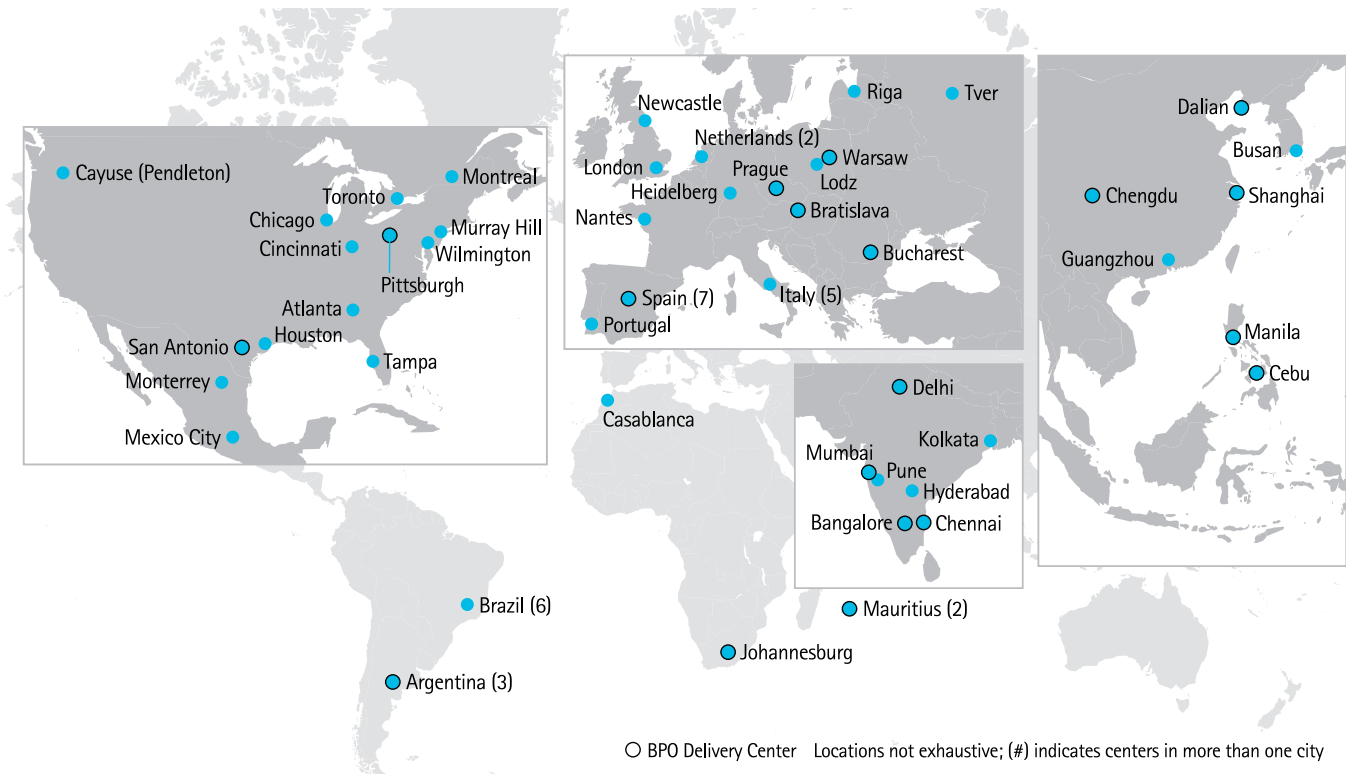
Accenture's world-class delivery capabilities bring together our global reach, industrialized assets and deeply skilled technology and industry professionals—all focused on generating measurable business value for our clients through reliable, cost-effective and consistently high-quality services. We meet our clients' immediate business challenges while simultaneously helping them to define and deliver next-generation innovations through the power of our close, collaborative relationships.

No one does delivery better than Accenture. With 151,000 professionals in more than 50 centers, Accenture offices and client locations, the Accenture Global Delivery Network is unmatched—delivering management consulting, technology and business process outsourcing services. Our clients are the biggest names in their industries as well as emerging powerhouses.

Delivery excellence is about making sure we achieve our High Performance promise for our clients.

Our environment of continuous improvement helps us drive ever-higher levels of productivity, precision and predictability. Supported by deep industry, technology and business acumen, and by an unsurpassed breadth of industrialized capabilities—including processes, methods, tools, architectures, analytics and metrics—Accenture delivers game-changing solutions to help our clients attain high performance.

Accenture Global Delivery Network



Our Industrialized Breadth of Capabilities

A Focus on Spain

The Accenture Delivery Centers in Spain are a part of the Global Delivery Network, with locations in Barcelona, Bilbao, Madrid, Malaga, Seville, Valencia and Zaragoza. The centers are truly delivering services at the intersection of business and technology. Our clients have direct access to our top talent, deep industry knowledge, industrialized breadth of capabilities, certifications and more. The centers have deep industry skills spanning communications, media and technology, consumer goods and services, pharmaceuticals, and automotive and draw upon Accenture's unmatched client experience, research and insight.

Top Talent

Ask our clients what sets Accenture apart, and one of the top answers will be: our people. Across every client

conversation, every project, every location, we bring motivated people with an enormous range of business, industry and technology skills. Rooted in a strong culture of client service and success, they truly are top talent, whether measured in knowledge, skills and ability, or in character, attitude and commitment. We offer robust language translation capabilities including Dutch, English, French, German, Greek, Hebrew, Italian, Portuguese and Spanish.

The knowledge and insights of our professionals are continuously refreshed through an unparalleled learning curriculum that extends their business, technical and professional skills. In 2011, we invested almost \$800 million in training and professional development and provided more than 9 million hours of learning for our people.

Deep Industry Knowledge

Industry is at the core of our business. Advanced functional, technology and outsourcing solutions make a difference to business performance only when they are applied to the specific challenges and opportunities of your industry. Accenture has extensive specialized

experience in more than 40 industries spanning communications, media and technology, financial services, health and public service, products and resources. Our track record of teaming with hundreds of companies within a sector at scale enables us to create new, industry-specific solutions and platforms—such as Health Administration BPO and Insurance BPO—that meet the unique needs of organizations in those industries.

Industrialization

Ask any athlete: When you perform the same task over and over, you can become the best in the world at it. That's how Accenture approaches delivery—streamlining, standardizing, pushing relentlessly for consistency and quality—our industrialized breadth of capabilities set Accenture apart in the marketplace.

Our proven tools, innovations, automation, reusable assets, shared services and process optimizations generate extraordinary increases in productivity and quality. Our unwavering commitment to continuous improvement enables Accenture to deliver cost-competitive, world-class solutions to

our clients around the globe, with pace and certainty and with higher levels of precision and predictability. And we can be agile, developing solutions with an iterative approach and deep client collaboration.

We have the numbers to prove it. Based on a study by external benchmarking organization QSM®, which looked across 350 companies, Accenture's productivity is in the top 30 percent for Application Development. For Application Management, Accenture outperformed the industry by 3 percent in adherence to schedule and budget for small-scale enhancements, meets service level agreements 11 percent more often, and performs 9 percent faster in response and resolution time as evaluated by Software Productivity Research (SPR), which looked across more than 15,000 development and application management engagements.

Standardization

Innovation and standardization go hand in hand. By using consistent methods and tools, we speed time to delivery and achieve dramatic productivity and quality improvements that can lead to innovations.

For example, our Accenture delivery methodology distills the collective experience of our professionals working around the world into a set of proven processes, methods, tools, metrics and architectures, which together provide common assets to enable our global teams to deliver high performance for our clients through consistent solutions. Anywhere in the world, you get the best of Accenture, which helps our clients improve speed to market, increase efficiency and effectiveness and raise productivity to new heights.

Certifications and Standards

Our commitment to bringing our best people and best performance to our clients can be seen in the wide range of Accenture's industry-wide external certifications and include:

Capability Maturity Model Integration (CMMI®) Level 5
ISO® 14001
ISO® 9001: 2000
SAP AMS

Our Services

Technology Services: Moving from Issue to Outcome with Strategic Agility

Accenture Technology helps companies achieve extraordinary results harnessing technology to achieve higher levels of business performance. We provide a full range of innovative consulting and outsourcing solutions—from the development of IT strategy to the optimization, management and security of the underlying infrastructure, applications and data. A strong orientation to the unique challenges of our clients, combined with decades of experience translating board-level objectives into industrialized, lower-risk technology solutions, enables us to collaborate with organizations to help them achieve measurable improvements in performance.

Innovating in Emerging Technologies

We keep one foot in today and one foot in tomorrow. We help clients achieve business value from emerging and advanced technologies to support critical initiatives and fuel their growth engines. Exciting technology innovations are available to companies today—cloud, mobility, open source, embedded systems and more. Yet these technologies must be planned and implemented in a way that reduces risk and increases the opportunities for sustainable, strategic value. We help clients do just that by aligning the right technologies with their unique environments.

Committed to innovation, we leverage the groundbreaking work of Accenture Technology Labs, the technology R&D organization of Accenture, to apply advanced technologies in bold new ways to address many of the key business challenges facing our clients today.

Alliances

Accenture extends our technology and business capabilities through a powerful alliance network of more than 150 market leaders and innovators, to provide our clients the specialized skills and tailored solutions.

Business Process Outsourcing: Custom and Standard Services to Deliver Measurable Improvements in Performance

Today's challenging economic climate, as well as the need for competitive business advantage, has fueled growing demand for Business Process Outsourcing (BPO). BPO can deliver significant cost savings and cash flow improvement, while simultaneously giving organizations access to new skills and capabilities, and a business model to help position them for growth. Accenture pioneered the BPO market more than 20 years ago and we continue to drive innovation around the world.

Accenture uses its business insights, analytics capabilities and extensive experience to help our clients create outsourcing innovations that can lead to new products, differentiated strategies, higher revenues, more profitable customer relationships and continuous operational improvements. We are continuously defining new, standardized, industry-specific BPO services that result in real business outcome, including costs and risks.

Accenture's BPO Services

Accenture offers a vast range of BPO services to enable high performance. These include function-specific services such as procurement, supply chain, learning, HR and finance and accounting, as well as services geared to the needs of specific industries such as utilities, insurance and health care.

Regardless of function or industry, our mission is to help your organization not only deliver tangible business outcomes but also improve its operating and market performance, beginning with a smooth transition and a rapid return on investment—all the way to the long-term stability, predictability and continuous improvement potential for which the best BPO services providers are known.

