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High performance. Delivered.

Unlocking Africa's Growth Potential

The Past, Present and Future of a Visionary Commitment

• Consulting • Technology • Outsourcing



Contents

Letter from Vicente Moreno, Geographic Unit Managing Director	4
1. Accenture and Africa	5
Africa: The next emerging growth market	6
Driving high performance in Africa	7
Accenture Business Model	10
Accenture Global Delivery Network	11
Helping our clients expand into Africa	12
2. Our presence in Africa	15
Angola	16
Botswana	18
Nigeria	20
North Africa: Morocco, Tunisia and Algeria	22
South Africa	24
Expanding across Africa	26
The commitment of a top team	28
Contact us	30

Accenture in Africa: Nurturing a long-term relationship



Vicente Moreno
Geographic Unit Managing Director

For more than three decades, Accenture has been deeply involved in the economic and social development of the growing number of African countries where we have established offices. Indeed, we play key roles in advancing business activity all over the continent, not only for local companies but for multinationals seeking growth opportunities in Africa.

Africa is a dynamic market, just waiting to be explored in more detail by local and global organizations alike. Although plenty of attention has been paid to the challenges of operating effectively in Africa, the real story is about the upside. The continent's potential is undisputed, not only in light of its abundant resources and fast-growing market opportunities but in terms of its integration into the global business community.

Accenture's experience, garnered over three decades, has given us a profound understanding of African markets. It has also given us the capabilities to help our clients transform Africa's many barriers into opportunities for differentiation and growth and high performance.

With permanent offices in six African countries, a consolidated presence in a further three, and a growing list of projects that have added significant value for both local and global organizations, Accenture now covers the cardinal points of the continent, from Egypt to South Africa, and from Nigeria to Kenya.

Our team of 3,000 people in Africa is supplemented with the skills and experience of a global delivery network that comprises more than 81,000 people. Our pragmatic, value-added solutions are adapted to the real needs of each of our clients.

Accenture is also fully committed to supporting the sustainable economic development of the communities in which we operate. Our ambitious strategy of corporate citizenship is what enables us to push quickly toward this goal in Africa and elsewhere in the world.

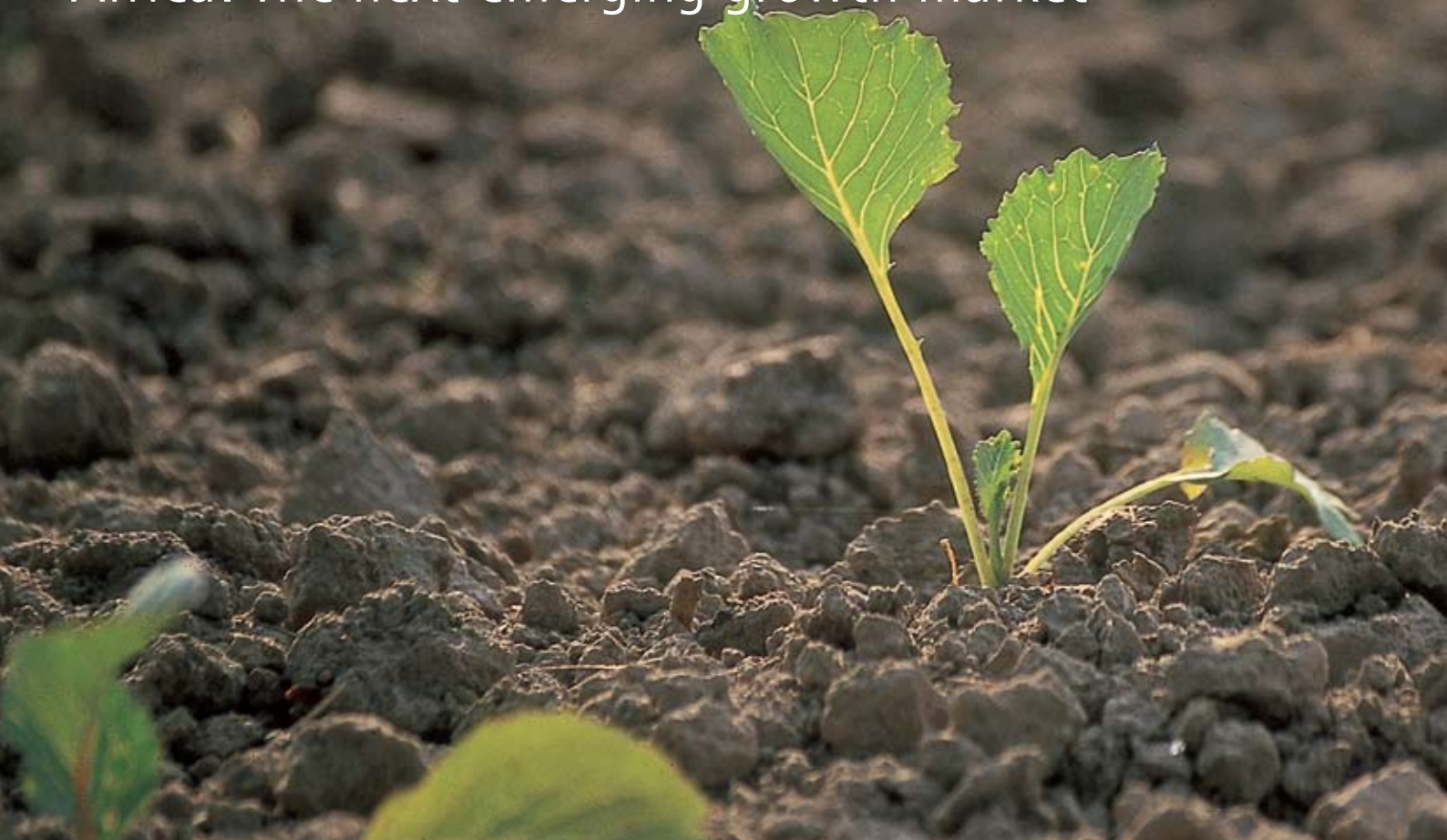
Our longtime association with this vast continent has convinced us that the recent high economic growth rates seen in several African countries are no mere flash in the pan. We believe that Africa's high GDP growth is entirely sustainable; we are convinced that the continent is emerging as the next major growth market for global businesses.

We owe a debt to the Accenture professionals who first started working here. We are grateful to the many African business leaders, policymakers and civic leaders who have helped us succeed. Now it is our turn to build on what we have been given and hand it on to future generations—for the good of all those doing business in Africa and for the African citizens who will ultimately benefit from their endeavors.

1. Africa and Accenture

Powered by a decade of growth and buoyed by steady improvements in political and social stability, Africa is rapidly becoming an integral part of the global economy. Putting down roots here more than three decades ago, Accenture has developed a profound understanding of the continent's range of cultural characteristics and business cadences. As such, we are perfectly positioned to help local and global companies achieve high performance all over Africa.

Africa: The next emerging growth market



North to south, east to west, Africa is changing at a breathtaking pace. Powered by a decade of growth and enabled by spreading political and social stability in more and more African countries, the continent's economic future looks bright. It is no understatement to say that Africa is at last becoming an integral part of the world economy.

As it did almost everywhere, the recent global financial crisis put the brakes on Africa's economic growth in 2009. But the economic outlook is bullish. The International Monetary Fund (IMF) forecasts significant growth across the continent in the coming years. The IMF's forecast of 5.9 percent for Sub-Saharan Africa for 2011, for example, is way ahead of the projections for other emerging markets such as Mexico and Brazil.

Little wonder, then, that Africa is attracting investor interest far beyond the traditional areas of commodities and mining to reach new opportunities in sectors such as telecommunications, finance and retail. Twenty-five Global 2000 companies have already set up their headquarters in Africa; 200 organizations, more than half of them in South Africa, have reported annual revenues that top US\$500 million. Meanwhile, countries such as China, Brazil and India, not to mention several Middle East nations, continue to make substantial and significant investments all over the continent.

Many of the most alluring prospects are in business-to-consumer areas. Africa is home to more than a billion people, more and more of whom are upwardly mobile. Per capita

income is growing steadily— this is reflected in the rise in consumer spending which grew more than 100 percent from \$376 billion to \$761 billion between 2000 and 2007. There is surging demand for everything from mobile phone services and insurance to appliances, automobiles, clothing, and cosmetics.

At the same time, Africa has so much with which to engage the global economy. Its growing pool of talent, massive natural resources, steady improvements in infrastructure, a 12 percent share of global energy production, and the doubling of its gas reserves are opening many more opportunities for Africa to meet its investment needs.

In short: Africa's time as the next big opportunity is right now.

Driving high performance in Africa

Accenture is well positioned to help companies explore Africa's array of opportunities—not only the expanding list of growth-oriented organizations with African origins or headquarters but organizations that are eager to participate in the Africa opportunity.

We have been actively building constructive and collaborative solutions with our clients on the continent in both the private and public sectors. Over the past three years alone, we have worked with clients in 16 African countries, helping them become high-performance businesses. Our track record of success in Africa demonstrates our ability to excel in settings that entail multiple challenges.

We currently have six offices in Africa—in South Africa, Nigeria, Angola, Botswana, Mauritius and Morocco. We also have a permanent presence in Kenya, Tunisia and Egypt, and we operate Accenture Global Delivery Network centers in Mauritius, Morocco and South Africa.

Africa's rapidly diversifying economy is evident in the range of industries and projects in which we are involved. In each of the six countries where we have set up offices, we have worked with clients not only from the natural resources sector but across a wide swath of industries. For example, we have implemented systems integration projects for banks in Nigeria and helped set up a state-of-the-art shared services model

for a chemicals and fuels producer in South Africa. In Angola, we are working with leading companies in the oil & gas, financial services, communications and media sectors and in the construction industry, to name a few areas.

Accenture has also worked closely with the public sector in almost all of the African countries in which we operate. We have helped the South African Post Office modernize its IT infrastructure. We have created robust planning processes for the Nigerian government to help the nation's leaders realize their "Vision 20:2020" goals for making the country one of the world's top 20 economies.

In fact, we are extensively involved with the public sector in Nigeria. In addition to helping create the Vision 20:2020 program, Accenture is collaborating with the Nigeria Communications Commission, the regulator of sub-Saharan's largest telecommunications industry, to provide a platform for emergency call services there. We are also working with the Central Bank of Nigeria, reviewing and recommending shared services models to improve efficiencies in the nation's financial services industry. And we led the build-out of Nigerian Petroleum Exchange (NipeX), the petroleum industry's procurement exchange, which has transformed the bidding process for industry contracts, making it more transparent.

Global skills, local insight

Our people in Africa are the core reason for our successes in delivering tailor-made solutions.

Roughly 3,000 local professionals work for Accenture in Africa, about 300 of them working on long-term assignments. We focus on providing skilled local resources whom we train to adapt and redefine first-world thinking for developing markets.

Recognizing our experience and involvement in market development, Accenture has been named "Top ICT Multi-National in Africa" for 2009–2010 by ForgeAhead, a leading consultancy and research company in South Africa. Endorsed by The New Partnership for Africa's Development (NEPAD), ForgeAhead acknowledges companies and individuals that make a difference to the information and communication technology (ICT) industry in Africa.

Our contributions do not stop there. We are deeply involved in and committed to the

Working with local communities

communities in which we live and work. Last year, Accenture contributed 330,000 hours to support more than 1,000 nonprofit and charitable organizations. We are aligning our corporate citizenship efforts around a theme called "Skills to Succeed" which focuses on educating people, building skills that enable them to participate and contribute to the economy. Several initiatives in Africa under this program include:

Siyathuthuka. Developed by our employees in 1999, this program was started to teach business skills to disadvantaged school leavers. Students in South Africa and Botswana are taught basic computer skills and how to successfully apply for employment opportunities. More than 100 Accenture employees in South



Africa contributed a combined total of 800 hours of their personal time toward this program.

Youth Business International (YBI). We have dedicated US\$1.2 million over the past three years to promote youth employment and mentoring in many countries around the world, including Nigeria and South Africa.

African Medical Research Foundation (AMREF). With a budget of US\$1.7 million allocated over five years, this project aims to use job-based e-learning to boost the numbers of registered nurses in Kenya. We expect to expand this program to other countries in Africa.

Supporting small businesses.

In collaboration with Oxfam, we work to develop scalable business models that link small local producers and private-sector companies in sustainable value chains, improving the livelihoods of up to 300,000 small producers and their families in Tanzania and Ethiopia. Accenture has dedicated US\$1.8 million over three years to this project.

Collaborating with UNICEF.

Accenture's office in Angola, in association with UNICEF, has implemented a program to produce materials and deliver training on how to assist vulnerable children in Angola.



Accenture business model

Accenture is one of the world's top 50 brands—a brand that is synonymous with high performance. We have a truly global footprint, with people and operations in more than 52 countries serving clients in more than 120 countries with consistent service anywhere they operate. Our business strategy is focused on delivering value to our clients. In fact, value is embedded in everything we do. We move our clients from issue to outcome, with pace, certainty and strategic agility.

In Africa, as elsewhere, we leverage our vast experience and our global reach to support the growth of our clients—whether for-profit companies or government organizations. Our global and pan-African clients rely on our extensive understanding of local markets and key trends to support their expansion plans throughout the continent.

Our work in Africa remains based on our commitment to nurturing local talent. We continue to identify and develop experts

using the same professional career development paths that Accenture offers to its personnel worldwide. In tandem with this focus on building local capabilities, we harness corporate citizenship programs to work on community and environment development initiatives.

We deliver the following services...

Our **Management Consulting** growth platform is responsible for the development and delivery of our strategic, operational, functional, industry, process and change consulting capabilities, working closely with the professionals in our operating groups. Our Management Consulting growth platform comprises seven service lines:

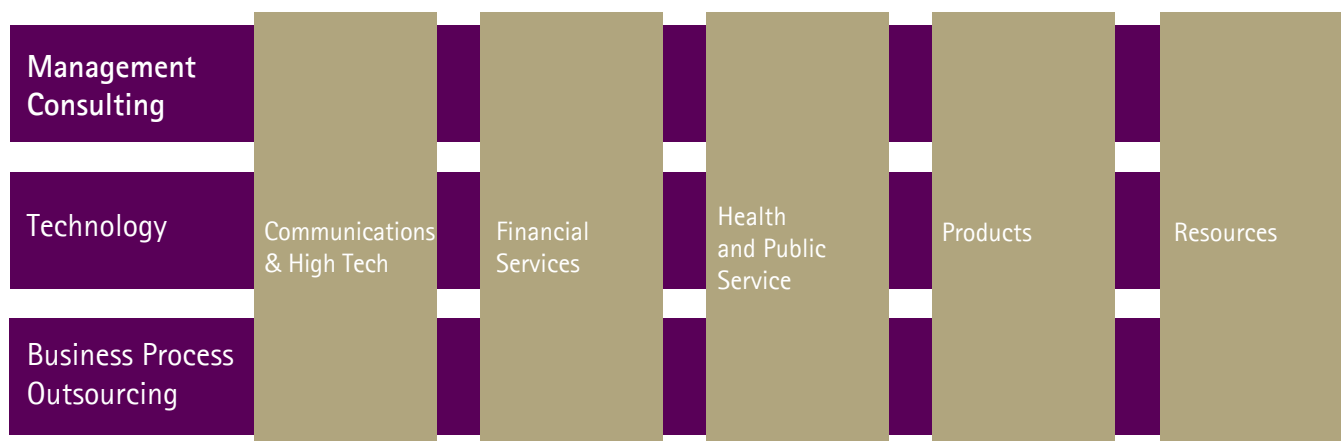
- Customer Relationship Management
- Finance & Performance Management
- Process & Innovation Performance

- Risk Management
- Strategy
- Supply Chain Management
- Talent & Organization Performance

Our **Technology** growth platform provides the full range of technology services to help our clients translate their strategic business agendas into IT initiatives and solutions that measurably improve performance.

Our **Business Process Outsourcing (BPO)** growth platform provides business processes that help clients transform their businesses, achieve higher levels of performance and results, and/or reduce costs. Through our BPO services, we manage specific business processes or functions for clients, providing solutions that are more efficient and cost effective than if the functions were provided in-house.

...to our clients in all industries—organized in five Operating Groups



Accenture Global Delivery Network



Our global delivery model enables us to provide a complete end-to-end delivery capability by drawing on our global resources to deliver high-quality, cost-effective solutions to clients under demanding timeframes. A critical component of the model is the Accenture Global Delivery Network. Comprising more than 80,000 people around the world, the Global Delivery Network helps us leverage learning, knowledge and assets and is the core of a unique delivery model that is globally efficient and locally responsive. This powerful industrialization of IT and business processes enables Accenture to deliver seamless and cost-efficient solutions to our clients.

Mauritius

The Accenture delivery centers in Mauritius were established in 2002. One, located in Cassis, is

for BPO; two others, in the city of Ebene, are for IT outsourcing. These centers employ more than 650 highly skilled professionals who use their industry experience and technical and functional capabilities to provide application development, application outsourcing, and BPO services to clients across a range of industries. The IT professionals have in-depth skills in a wide range of technologies and programming languages. On the BPO side, the team concentrates on operational management services.

Morocco

First established in 2004, the delivery center in Casablanca, Morocco, offers cost-effective systems integration, application development, and application maintenance services. Staffed with 150 professionals, our Casablanca center provides a

powerful combination of deep IT skills and industry specialization to help companies achieve high performance.

Fully integrated with the Accenture Global Delivery Network in 2008, this delivery center is a pivotal location for European companies seeking to reduce costs, maintain quality, and increase flexibility by using nearshore IT solutions. Advanced technology, connectivity and controlled access security allow our Casablanca professionals to seamlessly deliver IT services to a growing range of clients.

Helping our clients expand into Africa



Identifying challenges...

More and more companies view Africa as their next frontier for growth, and as such, they are working hard to mitigate the risks involved—and to overcome the distinct challenges that come with this opportunity. Our experience and research has helped us identify the challenges of doing business in Africa that companies should recognize and respond to. Those challenges include:

Understanding local consumers

Companies must understand the values, needs and behavior patterns of local consumers, and tailor products and services for each local consumer segment.

Finding the right talent

New entrants into African markets face massive challenges in finding skilled people. Language barriers make the situation even more complex. Accenture's research reveals that high-performance businesses develop local talent by investing across the skills spectrum.

Locating the right physical resources

Finding suitable office space, particularly retail space, can be difficult—especially outside Africa's main economic centers. Most of the companies with which Accenture has been involved have been obliged to supply their own primary or back-up infrastructure (such as electricity generators)—a major distraction as well as a significant expense.

Aligning with local governance requirements

New entrants into African markets need to acquire a deep understanding of the regulatory, tax and incentive regimes. This understanding will enable them to identify the most attractive opportunities and diversify risks in each market.

Accessing capital

Accenture's research and experience indicate that many African companies are missing an opportunity by not fully accessing local funding. Local sources of finance constitute an opportunity to share risk and enhance growth prospects by effectively enlisting investors as local advocates and business advisors.

...And offering solutions

As in other regions, high-performance businesses in Africa look at challenges as opportunities to build competitive differentiation. Our work with some of these organizations has shown that the factors that pave the way for success in Africa are:

Creating geographic options

- Successful companies are skilled at deriving new sources of value from African markets. New markets can also represent opportunities to reach out to new consumer segments.
- High-performance businesses access valuable staff resources by tapping talent pools such as women and rural populations—both under-represented in the formal labor force in most nations of Africa.
- Developing geographic options can mean taking bold action to make up for missing infrastructure—whether physical or economic. Collaboration with a local partner to enter a new market usually helps improve penetration.

Being authentically local

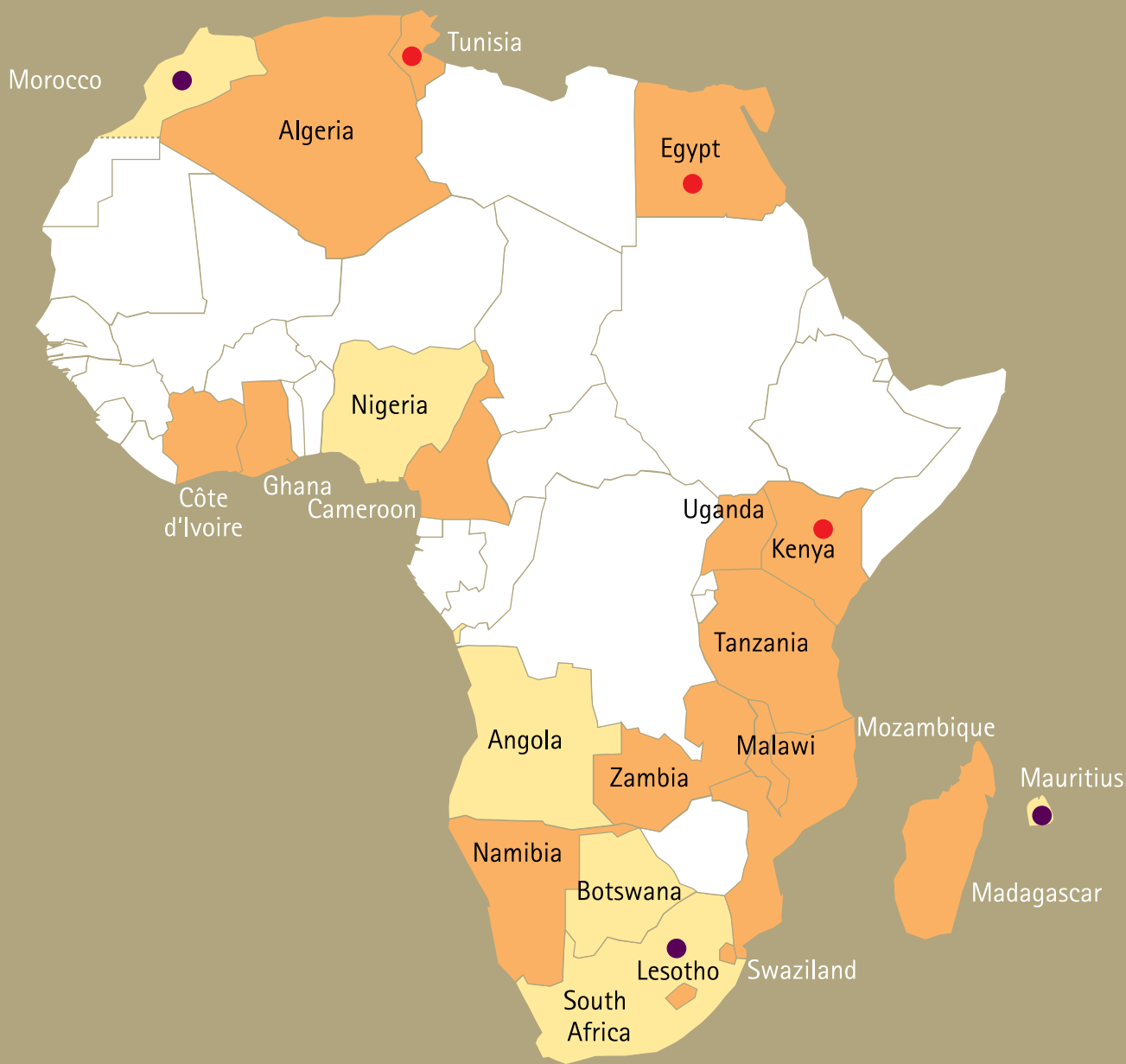
- In Africa, as in any other markets, it is essential for organizations that wish to do business there to integrate fully into the local business environment. Integration gives new entrants the ability to identify opportunities more effectively and makes it easier to comply with local legislative requirements.

- When it comes to navigating the intricacies of each country's government structures and processes, it is vital to find local partners that are familiar with both the legislation and with market conditions.
- A key part of gaining recognition as a local company is to build local capability by investing in skills.
- Selecting the appropriate business model for each market is clearly critical. Accenture's research indicates that companies use a wide variety of approaches—some prefer the franchisee model to mitigate risk and gain better access to local markets while others prefer the control that comes with going it alone.

Networking the organization

- It pays to share ideas and skills across the continent. Creating organizations that are permeable—both internally and externally—enables the flow of people, ideas and leading practices.
- Mobilizing the best people across organizations helps companies multiply their skills.
- Often, the more mature home office can be used as a backbone for the provisioning of standardized data, systems and processes to the distributed organization throughout Africa.

Mobile phones are key enablers of all three critical success factors.



- Countries where Accenture has offices
- Countries where Accenture has worked over the past three years
- Accenture Delivery Centers
- Permanent Establishments

2. Our presence in Africa

With permanent offices in six countries and a consolidated presence in a further three nations, Accenture is well positioned to develop its pan-African strategy. Here is a country-by-country view of our activities in each nation, and a glimpse of our plans to extend our presence and services there.

Angola

Tackling challenges together



Carlos Moutinho
Country Managing Director

Accenture's journey in Angola started with the establishment of a local office in 2006. We began by focusing our operations in the energy industry—the building block of the Angolan economy. The energy sector has driven the country's growth for years and sustained its development and reconstruction process thus far.

Our focus on key strategic clients in the energy industry has allowed us to provide a wide range of services to local and global oil and gas players operating in Angola. We are also working with leading players in financial services, communications and media industries as well as in the construction sector, to name a few.

Today, Angola faces a very important challenge: sustained economic growth. The nation is beginning to meet that challenge by diversifying its economy and reducing dependency on its extractive industries (oil and diamonds). Accenture is already assisting Angola in its economic diversification goal by leveraging our deep understanding of the local business environment with a global network. This unique combination of local knowledge and experience positions Accenture as a primary affiliate for organizations in Angola.

We believe in teaming with the local community. Accenture supports the government's vision that aims to maximize the

contribution of Angolans to drive the country towards sustainable growth. Our community development programs in Angola range from assisting UNICEF in its work with vulnerable children to supporting the JEA (Angola Ecologic Youth) in the reforestation of Mussulo. Accenture assists also the development of local talent, the main source of growth to our staff strength that is close to 100 in 2010 so far.

As Angola's focus on sustained economic growth attracts foreign investments, Accenture is well positioned to help businesses identify new opportunities and achieve high performance in this rapidly developing country.

Case study

Sonangol implements new IT infrastructure

Sonangol is a national company for liquid and gaseous hydrocarbon exploration, with more than 6,000 employees and revenues of US\$13.2 billion in 2009.

From June 2005 to June 2008, Sonangol was constructing a new headquarters building for around 2,000 people and consolidating two existing data centers. The company wanted to upgrade the headquarters IT infrastructure to strengthen its IT capabilities and its ability to support new systems; improve the quality of its IT services by adopting best practices; converge its voice and data network technologies; and offer new productivity tools. To assist in this transformation, Sonangol chose Accenture in Angola, based on Accenture's credentials in IT infrastructure work and on the strong relationship between our two organizations and the results achieved on previous projects.

Accenture assembled a team of infrastructure specialists from Accenture Technology Consulting to design and implement the IT transformation program. As a result, Sonangol was able to align its IT architecture with its business needs.

Case study

Millennium Angola Bank adopts new accounts plan

The Millennium Angola Bank, a local retail bank, found itself challenged to comply with the National Bank of Angola's decision to implement CONTIF, the new accounting plan for the country's financial institutions, that obliged

the bank to report in the country's old and new accounting plans by January 1, 2009 – and to transition to the new plan by January 1, 2010.

In June 2008, Millennium Angola Bank sought Accenture's support to analyze the legal requirements of this change, evaluate its impact and define the initiatives needed for the bank to meet the deadlines. The joint Accenture-Millennium project team concluded that the impact of the transition would involve: significant changes in areas such as accounting formats for sub-ledgers; introduction of new financial market operations and criteria applicable to new journal entry requirements; employee training in the new operations; and alignment of the IT systems to the new accounting needs.

The implementation of this project yielded the following benefits:

- Capacity to report according to CONTIF rules on the schedule set by the National Bank of Angola, while continuing to maintain the PCIF (Financial Institutions Accounts Plan) accounting plan during the transition period
- Automatic and uniform generation of accounts through an integrated IT solution
- Improved capacity and flexibility to adapt to new management requirements
- Transformation of the decision process relative to the CONTIF accounting plan, encompassing all accounting, financial and system impacts in a management tool
- Enabling employees to learn and understand the new accounting environment

Angola is aiming for sustained growth by diversifying its economy and decreasing its reliance on energy and other natural resources industries.

Botswana

Teaming for high performance



Bashi Gaetsaloe
Country Managing Director

Since 2005, when Accenture commenced its Botswana operations in Gaborone, the capital, we have made steady inroads in consulting, technology and outsourcing activities in the nation's private and public sectors.

Our team in Botswana is currently working with the Office of the President of Botswana to design, develop and roll out a National Program and Project Management Office (NPMO) that will coordinate and oversee the implementation of the government's most strategic projects across all 14 ministries. Once completed, the NPMO will also facilitate an outcome-based approach to measuring the value of public services provided by government agencies. A radical departure from past practices, this approach will also guide the government's budgeting and planning processes and help measure each ministry's progress.

Specifically, the NPMO will enable the government to accurately measure progress against seven strategic outcomes and drive measured progress against the national Vision 2016 program—Botswana's strategy for propelling its socio-economic and political development to become a competitive, winning and prosperous nation.

Accenture has also helped Botswana's natural resources sector—the country's largest economic sector—improve efficiencies and reduce its costs. Our work includes developing HR strategies and performance management systems, implementing enterprise resource planning solutions, enabling shared services, and running the country's first major strategic sourcing program. We are privileged to work with mining giants Debswana and Bamangwato Concessions

Limited as well as with Botswana Water Utilities and Botswana Power Corporation.

As Botswana continues to redefine its future in the midst of a global economic recovery, Accenture will continue to play a leading role in helping both public- and private-sector organizations to find innovative yet practical solutions to today's and tomorrow's challenges—and ultimately to help them achieve high performance.

Botswana's government agencies and businesses are receptive to services from Accenture that help them achieve high performance. There is particular interest from the natural resources, financial services, and information technology sectors, and in the field of business process outsourcing.

Case study Debswana achieves high performance by implementing SAP 230

Faced with declining profitability, Botswana-based Debswana, the world's leading diamond producer, wanted to cut operating costs and increase returns on capital expenditure. So the company decided to implement an enterprise resource planning system to provide a companywide platform that would generate operational efficiencies and lower costs.

Debswana identified SAP as the solution it wanted to implement. It selected Accenture because of our deep understanding of SAP, demonstrated SAP methodologies, and our close alliance with the software company.

Accenture assembled a team of 55 professionals to implement SAP Financials, SAP Supply Chain Management, and SAP Plant Maintenance. Although this was a large project, with 2,000 end users, the implementation took only 12 months. A "big bang" approach to deployment was adopted, with all modules going live simultaneously.

Debswana has experienced several benefits from its new SAP platform. These include:

- Complete integration of the company's core business processes
- Closer management of purchased goods and services and production inventories
- Real-time tracking of working costs and capital expenditure, broader support of accounting, improved administration of internal controls, and the flexibility to report performance real time by business unit or cost center

Nigeria

Contributing to socio-economic development



Niyi Yusuf
Country Managing Director

Since establishing a presence in Nigeria 25 years ago, Accenture has played a major role in the development of nearly all sectors of the country's economy. With deep market-relevant skills, our people have brought innovative solutions to help clients drive their businesses toward high performance.

The Nigerian practice has a core team of 133 professionals across the consulting and enterprise workforces. We are active in the financial services, oil and gas, manufacturing, telecommunications, and government sectors. In particular, our activities have driven many firsts for the financial services industry, such as Nigeria's first independent off site ATM implementation. Recently, we

helped establish the Credit Reference Company, a credit bureau that will further improve access to finance for 150 million Nigerians.

Accenture in Nigeria is helping create new industry infrastructure and capabilities that are relevant to our clients. We also see huge potential for the development of the nation's infrastructure. Conservative estimates put the backlog for upgrading roads, transportation, water supply, and power generation and distribution at around US\$300 billion. The government's chosen approach to bridging the infrastructure gap is through public-private partnerships; Accenture has global expertise that can help companies tap the relevant government concessions through feasibility

studies and running operations. We are committed to building on our successes and bringing even more innovation to our clients in the years ahead.

Accenture is committed to helping Nigeria and Nigerian businesses achieve high performance and to further improve the way that Nigeria's people work and live.

Case Study

InterSwitch Nigeria launches the country's first electronic payments system

InterSwitch is Nigeria's leading provider of electronic transaction switching and payment processing services. The company offers shared, integrated broker solutions for financial transactions, e-commerce, telecommunications, value-added services and e-billing.

InterSwitch wanted to create an electronic payments system in Nigeria, a predominantly cash-based economy. There was no central transaction processing infrastructure to connect financial institutions; only a few banks offered ATMs in branch locations, and the absence of a transaction switching platform limited interconnected electronic payments among banks.

Accenture managed the design and implementation of a national "Super Switch" and central transaction processing infrastructure. The effort was a collaboration among Accenture, InterSwitch, TECHInvest—a local telecommunications company—and Nigerian banks to promote an electronic payment system. Accenture developed the business model and governance structures, the operating procedures and the technical architecture for the project.

InterSwitch's system has led to a rapid increase in electronic payments in Nigeria. Payment interconnectivity has also created substantial benefits for consumers and the economy at large:

- Significant cost savings for banks and merchants (reduced cash handling costs) as well as increased security of transactions

- Greater convenience and flexibility for customers in payment transactions
- Easy collection of economic data by the Central Bank of Nigeria and other approved agencies and businesses
- Enablement of Internet banking in Nigeria

Case study

Nigerian government crafts Vision 20:2020—a strategic plan for economic transformation

Nigeria's National Planning Commission (NPC) was established in 1992 to determine and advise the federal government on matters relating to national development planning and the overall management of the economy. The NPC was mandated by the president of Nigeria to develop a 10-year economic transformation blueprint to transform the country into one of the world's 20 largest economies by 2020. The government insisted on a bottom-up approach to the development of this national strategic plan in order to engender full ownership by Nigerian citizens.

Fulfilling this mandate was a complex challenge for the NPC. The diverse nature of Nigeria's cultural and political landscape made it very cumbersome to conduct a bottom-up approach to planning, with input required from a huge number of experts and stakeholders.

A highlight of Accenture's contribution was the development of a national monitoring and evaluation framework, which is the centerpiece of the implementation strategy for the Vision 20:2020 blueprint. The framework is aimed at institutionalizing outcome-

based performance management across all levels of government in Nigeria. Accenture also helped use the blueprint to identify critical policy priorities for the Nigerian government.

Despite numerous challenges, Vision 20:2020 blueprint was developed in the seven-month timeline stipulated by the presidency. Accenture has been retained by the NPC to assist with the development of the first Nigeria Vision 20:2020 implementation plan (2010–2013), which the government intends to use to steer implementation of the blueprint.

North Africa

Assisting with an expansion push



Gianluca Marcopoli
Country Managing Director

Accenture's Morocco operations debuted at the beginning of 2006, after we had successfully completed a large, complex project involving the union of two major Moroccan banks—Banque Commerciale du Maroc and Wafabank. The two institutions trusted in our experience and global capacity as they merged to form the largest private financial group in North Africa.

In recent years, we have seen a continuous move toward modernization and a drive toward high performance among local private groups, especially in the financial, telecommunications and distribution sectors. State-owned companies and certain governments in the region are also moving with the times, as evident from the launch of large-scale, complex projects involving restructuring,

privatization, mergers, upscaling of competencies, and renewal of information systems. This trend has been accelerated by the emergence of strong local players, especially in Morocco and Tunisia, which are increasingly expanding in regional and neighboring markets such as Central and West Africa.

At Accenture, we are proud to have been chosen not only by multinational companies that are expanding their operations in North Africa but also by local leading companies.

Future developments for Accenture include establishing a regional hub in Casablanca in order to augment the management consulting practice in North Africa. We also have plans to enter the Algerian market, given its growth potential and the experience we have already gained in the region.

Case study

Attijariwafa Bank completes successful post-merger integration efforts

After Wafabank was acquired by Banque Commerciale du Maroc, the newly formed entity, Attijariwafa Bank, selected Accenture to redefine its post-merger business strategy. We were selected because of our experience in supporting mergers and acquisitions and our holistic approach to delivering complex post-merger integration programs.

The new post-merger business strategy was needed to help the bank to support an ambitious growth plan driven by the important revenue synergies expected across its whole portfolio of activities. This included retail banking, corporate and investment banking, and specialized financial services. Additionally, the Accenture team helped the bank choose the application and infrastructure architectures needed to support the business strategy.

Accenture and Attijariwafa Bank then managed and delivered a 60,000-workday post-merger integration program. Accenture also helped the bank remove back-office operations from the branch, deploy the target infrastructure throughout the network of more than 400 branches, and migrate central and branch applications toward the target information system using a phased approach.

The integration of Banque Commerciale du Maroc and Wafabank was completed in less than two years. The quick and flawless integration prepared the group to:

- Implement an aggressive growth strategy in the Moroccan market, positioning the bank as the leading player in terms of market share, assets under management, and profitability
- Kick off an ambitious geographical expansion program by acquiring other banks in the neighboring region

Case study

Attijariwafa implements IT transformation program in Tunisia

Attijari Bank, is the Tunisian subsidiary of Morocco's Attijariwafa Group—a universal bank with 153 branches and a staff of 1,500. The bank was privatized in 2005. In 2009, it was the second most profitable bank in the country.

Following privatization However, Attijari faced stiff competition from new European entrants. To retain its market leadership, the bank needed to rapidly strengthen its position in the local market. Its leadership team decided to launch a three-pronged an ambitious transformation program focusing on:

- Reorganizing the commercial functions and the back office functions
- Updating the business processes in line with international standards
- Upgrading the existing IT infrastructure and enhancing its overall applications and systems capabilities

As the bank prepared to launch the program in November 2006, it turned to Accenture because of our recognized experience and expertise in implementing organizational transformation

projects. Accenture had a long-standing relationship with the group, having worked on post-merger integration after the 2004 merger of Wafabank and Banque Commerciale du Maroc, creating Attijariwafa Bank.

The business and IT transformation program helped Attijari Bank improve its performance and profitability and become the fourth-largest bank in Tunisia in 2010. It now has 153 commercial branches, up from 89 in 2006.

In addition, Attijari Bank became one of the first Tunisian banks to implement incorporate a modern core banking system to manage its operations, paving the way to become a high-performance business in Tunisia's private banking industry.

South Africa

A gateway to Africa



William Mzimba
Chief Executive

South Africa is the oldest Accenture practice in Africa. Since we opened our first office in 1971, Accenture in South Africa has consistently outperformed the growth of the local economy year on year.

As South Africa's economy recovers from the global financial crisis, we are helping our clients streamline their operations and make critical investments for future growth. We have strong relationships with leaders in all industry sectors including financial services, government, retail, mining, and telecommunications.

With Africa considered as a new frontier for growth, South African companies have an in-built advantage: They are more familiar with the continent's business terrain—physical, regulatory and social. South Africa also provides a gateway to Africa for many companies.

We have always believed that our success is driven by the talent of our people; our South Africa team is more than 1,500 strong. We are thrilled to have been named the "Best Employer in South Africa" for 2009–2010 by the internationally recognized Corporate Research Foundation (CRF) Institute.

Our BEE commitment

An allied theme is our commitment to Black Economic Empowerment (BEE)—a cornerstone of our business strategy. Thirty percent of our local organization's business is black-owned (through the Akha Trust)—a much higher stake than required by government legislation. Over the years, we have been recognized for our commitment to ensuring BEE:

- Impumelelo Top 300 Black Empowerment Companies, 2006–2010

- Most Transformed ICT Company, 2005 and 2006
- Top 4 Finalist BMF Most Progressive Company, 2001, 2002 and 2005
- Top Women in Business, 2004 and 2005

Our list of long-standing clients spans national, provincial and local governments, including the South African Revenue Service, the National Treasury, the Independent Electoral Commission, the South African Post Office, the Gauteng Provincial Government and the City of Cape Town.

Case Study

Sasol Group improves cost efficiency with a shared services model

South Africa's Sasol Group is a diversified fuel, chemical and related manufacturing and marketing business with specialized capabilities in fuel technology development as well as in gas and oil exploration and production.

With a growing need to expand capabilities and improve business process efficiency, Sasol decided to consolidate and integrate the transactional and support services of its mining and synthetic fuels businesses into state-of-the-art shared services.

Accenture developed a customized shared services solution that covered a wide range of business processes, spanning finance and accounting, supply chain management, human resources, maintenance, facilities, and health and safety. This helped Sasol Mining and Sasol Synfuels to improve the efficiency and effectiveness of its back-office operations.

Case study

Absa creates a platform based on SAP for high performance

Absa is one of South Africa's leading financial institutions. Recently acquired by the Barclays Group, Absa was originally formed in 1991 as a result of the largest successful merger in the South African banking industry.

But Absa's Real Estate & Asset Management division was struggling with several crucial business issues—among them labor-intensive reconciliation among multiple systems, as well as outdated technology platforms

that required renewal. Also, while Absa's HR division had already been running its payroll on SAP HR for four years, the implementation was largely tactical and needed to be properly aligned with Absa's legal structure.

Accenture has been involved in the overall program—from preparing the initial business case to taking sole responsibility for delivery of the full enterprise resource planning solution. The program was restructured to place all previously separate capabilities related to this solution under one project. Accenture collaborated with Absa to deploy nine integrated SAP modules, requiring very tight management of scope and business requirements.

An early challenge was the necessary teaming at the client to achieve a collective commitment to a common delivery goal and timeline. Accenture was able to apply thorough estimating and contracting skills to enable combined planning, thereby fostering the appropriate commitment from all required parties and ensuring the overall success of the project.

Case study

Transforming the financial systems of the South African Post Office

Established as a public company in 1991, the South African Post Office consists of three separate business units—mail, logistics and financial services. The organization wanted to reduce the time and cost of maintaining multiple systems and was keen to streamline interactions among the three business units. The company also wanted to transform its operational capabilities by getting better at making on financial and risk management matters.

Accenture successfully developed a common SAP solution that created a standardized technology platform for the South African Post Office and its Courier Freight Group subsidiary. The solution was designed to centralize control and improve the overall consistency of processes and operations between the two organizations. The implementation involved replacing the postal company's core enterprise resource planning systems with SAP ERP 2005 so that its business units could communicate and collaborate as a single cohesive enterprise.

Since the launch of the new system, the South African Post Office has recorded measurable improvements in the performance and quality of service delivery across all core business areas, ranging from financial and management accounting to procurement, supply chain management, sales and distribution, human resources and property management. The company is confident that the new financial system will help transform its business operations and support the development and delivery of high-quality, cost-effective products and services.

Expanding across Africa

Accenture work in Africa is by no means limited to the countries where we currently have offices. Over the last three years, we have assisted clients in more than 16 countries on the continent. Kenya and Egypt are two examples of countries where we are helping both local and international companies to expand their business in Africa.

Kenya

Case study

Diageo launches SAP implementation and starts its first BPO project

Diageo is the world's leading premium drinks company, operating in more than 180 markets. Its subsidiary, East Africa Breweries Limited (EABL), operates in Kenya, among other countries, and is the largest brewery in East Africa.

In 2001, Diageo began a global project to replace its multiple enterprise resource planning (ERP) systems with SAP to enhance business effectiveness and efficiency. To tackle the challenge, the beverage maker sought out a systems integrator that had the necessary ERP

skills, a global delivery network, and the right resources. Diageo engaged Accenture for its global implementation of SAP, including manufacturing, business warehouse and treasury, as well as common processes in all its subsidiaries worldwide.

The SAP implementation enabled Diageo to standardize its global IT platforms and business processes. These steps helped the company to reduce reporting complexity and procurement costs and streamline its decision-making capabilities.

After the SAP implementation, Diageo also decided to outsource its financial and accounting processes to the Accenture Delivery Center in Manila, the Philippines. The 2007 decision to outsource these activities paved the way for Diageo to obtain successful business results and improve internal efficiency in finance and accounting.

At the same time when Diageo was implementing SAP, it needed help to support Tusker, the lager beer that is EABL's main beer brand. Tusker had begun losing market share in Kenya because it was seen as old-fashioned by the increasingly affluent young adult market. We provided the strategic focus and direction to help revive Tusker's market share. The company repositioned the beer to target the young adult segment using an experiential marketing initiative: sponsoring Tusker Project Fame, a reality television show aired in Kenya, Uganda, Rwanda, and Tanzania. Diageo's sponsorship of the show enabled the company to capitalize on the revenue generation and consumer promotion opportunities that the TV program created.



Egypt

Case study

Accenture helps an oil and gas company set up a joint venture

Accenture worked with an oil and gas industry company to help set up a joint venture in Egypt. Our work ranged from developing the initial strategy and scoping study to the establishment of the company as an operating joint venture. We helped our client with joint-venture governance by supporting the development, negotiation of, and agreements to the new by-laws and key policies. We supported the design of the new organization (production site and support functions), the new terms and conditions, and a 10-year organizational capability plan.

Accenture also developed and maintained the methodology that defined the project roadmap and the integrated implementation plan, providing support to work streams and managing dependencies throughout the project.

We greatly abbreviated the time needed to plan and implement the joint venture by using Accenture's established methodologies, templates and best practices. We ensured that the joint venture had an effective governance structure that placed greater emphasis on performance management and enabled effective and devolved decision-making.

We also wove global best practices into the company's governance structure and policies, ensuring that the organization design enabled a sharp focus on maintenance, integrity and health, safety, security, and environmental aspects as well as providing the correct sizing and skills for the support functions.

The commitment of a top team

Creativity and forward thinking are just two of the defining features of Accenture's professionals. Those characteristics apply not only to our 3,000 professionals working in Africa but to the 190,000-plus people in the organization worldwide. Like their Accenture colleagues everywhere, our talented Africa professionals have been strengthening their capabilities throughout their careers, and they stand ready to offer value-added solutions adapted to meet the unique needs of each of our clients.

"We believe that embracing inclusion and diversity in the broadest sense is central to being a high-performance business. This continues to be a top priority for Accenture and defines our character and values."—Bill Green, chairman & CEO, Accenture.

Backed by Accenture's firm commitment to ongoing training and skills development, and supported by the talent and resources of a successful global organization, our professionals are well-positioned to deliver value-added services and solutions that meet the needs of our clients. Our skilled and experienced employees come from a wide range of cultural, educational and geographic backgrounds and they are entirely at home in dynamic and professional environments that value each person's perspective. Their different points of view lead to superior business solutions for Accenture and our clients. We proactively capitalize on business and technology opportunities that enable high performance.

The skills of Accenture professionals are aligned with industry-leading standards. In 2009 we invested US\$794 million in training and professional

development worldwide, providing an average of 78 hours of training per person.

Our training programs emphasize high-quality delivery methodology, professional development and technology. The programs are based on a common set of methodologies, tools, architectures, and metrics that form the basis for the Accenture Delivery Suite and allow the professionals in our Global Delivery Network and in our three industrialized platforms (Application Outsourcing, Infrastructure Outsourcing, and Business Process Outsourcing) to boost their productivity as well as the reliability and the quality of the services they provide.



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