

A photograph of two men in conversation. The man on the right is smiling and gesturing with his hands. The man on the left is seen in profile, wearing a yellow jacket. The background is a simple, light-colored wall.

>
accenture

High performance. Delivered.

Accenture Global Delivery Network
Achieving high performance

• Consulting • Technology • Outsourcing

Achieving high performance, wherever you are

Today's world is an increasingly level playing field, filled with talented workers who are empowered by education and technology, anxious to advance and determined to make a difference. The skills these workers possess and the work they do are becoming far more relevant than where they happen to be based. The emergence of global talent creates a business opportunity of the first order. Companies can now tap a global labor pool of skilled business and technology specialists—who collaborate across continents and time zones—to achieve a business goal. The practical question is: How?

Consider the Accenture Global Delivery Network, one of Accenture's most innovative assets. This mature network combines our best people and delivery centers with methods, tools and metrics that collectively enable Accenture to deliver consulting, technology and outsourcing services and solutions. With the power of the Global Delivery Network supporting them, Accenture helps clients become high-performance businesses that outperform their toughest competitors.

Encompassing approximately 82,000 people worldwide, professionals within our Global Delivery Network include business consultants with extensive industry experience, skilled technologists in many disciplines and professionals with rich knowledge of today's critical business functions and processes. The skills of our Accenture professionals are aligned with industry leading standards; each professional must devote a set number of hours to formal training per year. Accenture's training focuses on high-quality, delivery methodology, professional development and technology training. Also, using insights gleaned from

Accenture's High Performance Business research, these professionals deliver to our clients the high-powered service offerings and solutions designed to help turn industry players into industry leaders. From teams working at client locations to delivery centers across the globe, Accenture professionals are proactively teaming with clients to achieve high performance.

With more than 50 centers in more than 40 cities, the scale and scope of the Accenture Global Delivery Network is certainly impressive. What sets the Global Delivery Network apart is the finely tuned operational excellence we have achieved in our delivery and sourcing approach, which allows for universal consistency, flexibility and repeatable, predictable quality to meet the needs of each client.

The Global Delivery Network enables Accenture to mobilize the right people with the right skills and capabilities to deliver solutions for our clients in a cost-effective and efficient manner. Our Global Delivery Network consistently uses tested Accenture assets, processes, methods and tools, allowing our people—everywhere—

to collaborate toward a collective goal of helping clients achieve high performance. Dedicated multidisciplinary teams, which become the engines for client companies and governments, are delivering operational excellence and continuous improvement in technology and business processes.

Tapping the power of the Accenture Global Delivery Network gives clients immediate access to a workforce with a vast array of capabilities in systems integration, application outsourcing, infrastructure outsourcing, business process outsourcing and technology consulting. Our network enables clients to focus on achieving their priorities, whether reducing costs, augmenting staff and capabilities or implementing high-value solutions. The scope and depth of the Accenture Global Delivery Network is considerable serving more than 2,100 clients worldwide. We help clients in all aspects of technology delivery and outsourcing, from planning through mobilization to operation, to help organizations realize value while reducing risk, and to help achieve and sustain high performance.



Tap into the power of continuous innovation

The Accenture Global Delivery Network assists clients with:

- Accelerating speed to market.
- Increasing quality, operational excellence and predictability while helping to reduce costs by tapping into industry leading IT and business processes.
- Leveraging our extensive industry experience.
- Leveraging a distributed multidisciplinary global workforce employing tested methods and tools, which help reduce risk for our clients.
- Driving delivery excellence and productivity gains with quality metrics and standards.
- Increasing business insight into core and outsourced functions.
- Enabling business continuity and speed to value with 24x7 operations.
- Capitalizing on innovation through the best talent available where and when it is needed.

Accenture offers clients business process outsourcing and technology services and solutions, delivered by an integrated and standardized network. Our Global Delivery Network has approximately 82,000 professionals working as a cohesive and collaborative workforce at clients' sites and delivery centers stretching from India, China and the Philippines across Eastern and Western Europe to Latin America and North America and through to Mauritius and Morocco. Accenture's location diversification helps to reduce risk, enhances disaster recovery and provides our clients with more options to meet their wide-ranging and evolving business requirements.

What precisely is an Accenture delivery center? Each center is a physical place, equipped with advanced information technology and infrastructure security mechanisms. Every delivery center is linked with our network to help confirm that business continuity is maintained regardless of the country's situation.

Another relevant aspect of our centers is that each has multidisciplinary teams in a fast-expanding network of deeply skilled professionals. Most important, all the professionals in each center worldwide share common methodologies, tools, architectures and metrics for the delivery of technology and business process services and solutions, and adhere to industry recognized quality models. This approach helps provide collaboration and continuous innovation no matter where the client is located.

Through the Accenture Global Delivery Network, you have access to a number of high-quality solutions and services including systems integration, application outsourcing, infrastructure outsourcing, technology consulting and business process outsourcing (BPO) for any scale job, whether it requires one or multiple skills. To support these extensive services, our professionals are well-versed in major development platforms, enterprise application suites (SAP and SAP Modules, Oracle products including Oracle e-Business Suite, PeopleSoft and Siebel), Microsoft, net-centric and host-centric solutions, databases, middleware and mainframe technology.

Industry-specific technology software such as Alnova (multiplatform banking system), Murex (a system used within the capital markets industry), Navitaire (airline reservation system) and Oracle Retail are also available. This deep knowledge enables us to deliver quality services and solutions, while helping to increase productivity.

There are also professionals who focus on infrastructure services such as service-oriented architecture, IT spend management, service Desk, data center services, communications services, and security and workplace services to help you lower the total cost of IT ownership and operating costs while achieving high performance.

In BPO, our services include disciplines in customer contact, finance and accounting, human resources, learning and procurement, as well as specialized industry processes in insurance, utilities, public services, pharmaceutical, health administration and more. Accenture's BPO services help reduce costs and drive innovation and high performance for the duration of the outsourcing relationship.



The Global Delivery Network also fuels the development, deployment and management of Accenture's assets. Operating within the network are Accenture's Centers of Excellence, comprised of skilled resource pools that offer subject matter specialization for client new business development or engagement work. These centers also provide clients with a broad range of technology, outsourcing, business function or industry skills and capabilities, which are leveraged throughout our Global Delivery Network.

One such example is the Accenture Testing Center of Excellence, a comprehensive and industrialized testing capability that clients can use for one or multiple stages of testing, whether for a specific application development initiative or across an entire organization. The Accenture Testing Center of Excellence combines dedicated testing resources, established processes and standard and reusable tools into a centralized testing service. Testing outcomes from Accenture are characterized by lower-cost, higher-production quality and user acceptance, on-schedule delivery and more flexibility to support business needs.

In addition, the Global Delivery Network houses the core of Accenture's specialized industry skills at the Accenture Industry Solution Network, which comprises more than 30 industry solution centers onshore and offshore. These centers, located in India, Italy, Spain and the Philippines, bring together our industry leading skills and capability to help develop new assets and solutions for our clients. These centers have four primary functions: develop, maintain and deploy industry and cross-industry assets while increasing offshore sourcing, expand the team of professionals available to the industry groups, drive innovation, and accelerate industrialization and automation take-up.

The Accenture delivery centers form the backbone of our approach to delivering excellence in consulting, technology and outsourcing. These facilities are strategically located in cities where we can tap an expansive pool of educated, skilled and motivated workers, and wherever our clients need specific language skills and geographic proximity to key global or regional markets.

Many clients work with multiple Accenture teams as they advance their projects, with projects migrating from north to south and east to west, circling the globe in conjunction with the workday. Clients are able to monitor global technology services and solutions being engineered and business processes being delivered efficiently and effectively. For example, on a large technology project for an auto insurance company we have our core team based at the Accenture Delivery Center in Chicago, United States, and provide the performance testing for the applications from the Accenture Delivery Center in Toronto, Canada. There is also a team of more than 50 people in Manila the Philippines, doing the testing and development for the same project.

To help a major pharmaceutical company transform the performance of its applications as well as its human resources and finance business we connected our locations in Wilmington, United States, Sao Paulo, Brazil and Manila, the Philippines to provide service 24/7.

Delivering excellence everywhere you need it

How can thousands of people from different countries and cultures think and work as one? Because Accenture's global workforce is rigorously trained in a common set of methodologies, tools, architectures and metrics, which together are the basis for the Accenture Delivery Suite.

The Accenture Delivery Suite falls under the Accenture Global Delivery Excellence program with the mission of improving the quality of our delivery capabilities through innovation and industrialization to help provide high-quality and repeatable delivery through the entire project life cycle. This industrialized approach adopted throughout the company—combined with our ability to deliver—facilitates better solutions for our clients.

Regardless of where employees are working, our delivery suite serves as the unifying element for how our people collaborate to deliver high-quality, cost-effective services and solutions to our clients.

Clients come to Accenture knowing we have successfully worked with thousands of companies and governments—and they are looking to benefit from this rich experience. The shared methods, tools, architectures and metrics of the Accenture Delivery Suite constitute the cumulative business wisdom and learning gleaned from Accenture's work over nearly three decades. Our methods define what work needs to be done and how best to accomplish it, establishing common parameters that enable Accenture teams working anywhere to deliver consistent, high-quality services and solutions. Standard tools automate how we create the deliverables that contribute to services and solutions. Architectures provide us with the frameworks for building robust IT solutions. Metrics allow us to measure performance and identify ways to achieve continuous improvement.

The Accenture Delivery Suite keeps the professionals in our Global Delivery Network consistently using the latest assets, providing an industrialized platform for productivity, reliability and high quality. Beyond meeting standards, we foster a thriving environment for innovation that helps us lead the market in addressing new opportunities for our clients.

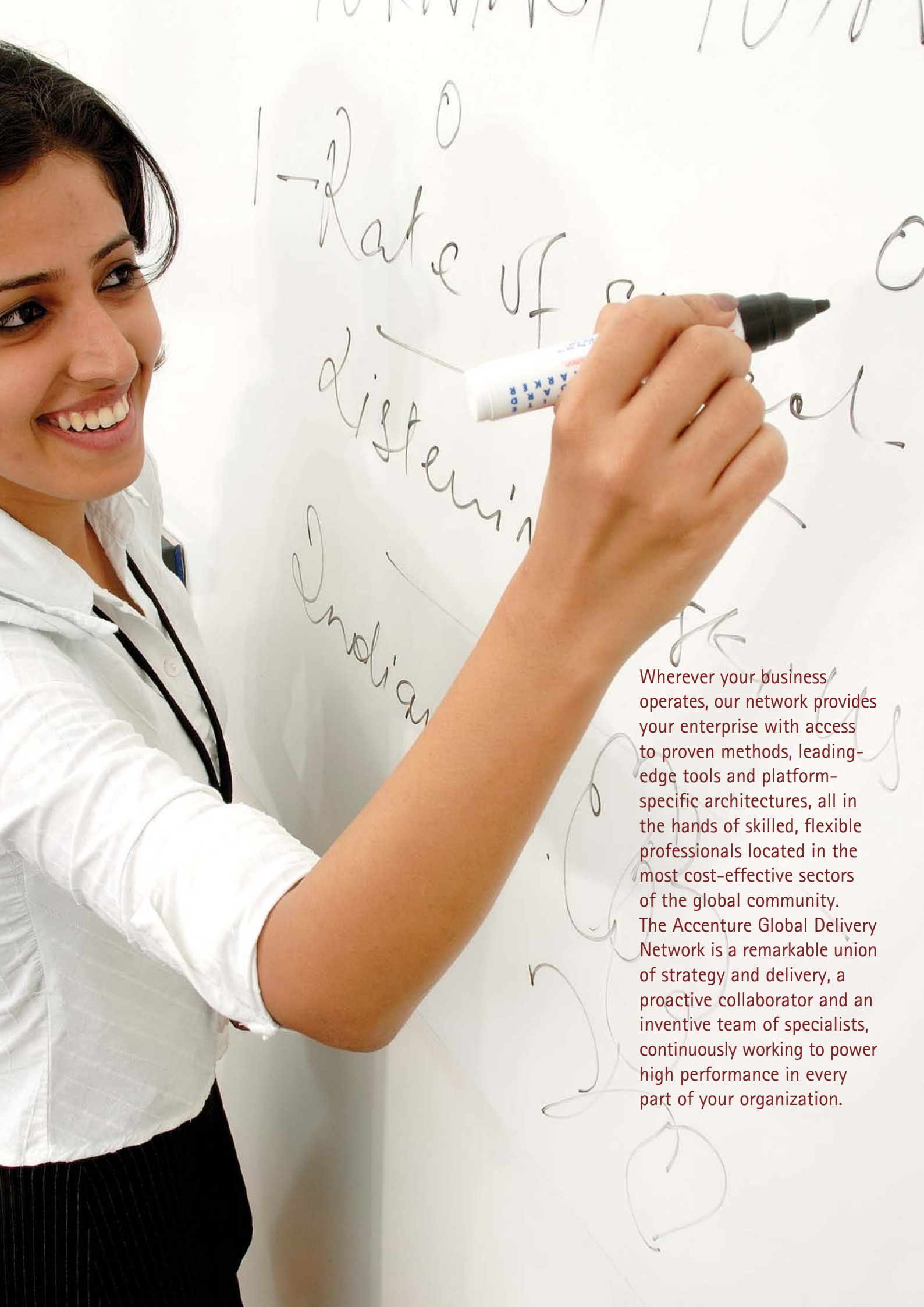
Essentially, the Accenture Delivery Suite brings together innumerable insights and tested practices into a single, coherent, body of knowledge. Far from fixed and final, the knowledge embodied in the delivery suite is continuously expanding and evolving.

The result can be seen in recognized industry-wide external certifications. A sample of Accenture external certifications include:

- **International Standard Organization (ISO®) 9001, 27001 and 20000-1**—Accenture is ISO® 9001 certified in all five global operating groups and select delivery centers; Accenture Technology Infrastructure Services in India was the first organization to achieve ISO® 20000 certification.

- **Capability Maturity Model Integration (CMMI®)-Level 5**—More than 90 percent of our global delivery network employees work in Level 5 centers.
- **eSourcing Capability Model for Service Providers**—the Accenture Delivery Center in Bangalore was the first BPO organization to achieve this certification.
- **People Capability Maturity Model (People CMM®)-Level 5**—Accenture was one of the first organizations to be appraised at Level 5 in India and has also been appraised at Level 5 in China and the Philippines.

These and other externally recognized industry standards embody Accenture's singular focus to achieve the highest available standards in our delivery methods and workforce practices. The certifications serve as yet another proof point to our clients that we will meet or exceed their business objectives, provide for predictability and consistency in delivery and take advantage of industry leading practices.



Wherever your business operates, our network provides your enterprise with access to proven methods, leading-edge tools and platform-specific architectures, all in the hands of skilled, flexible professionals located in the most cost-effective sectors of the global community. The Accenture Global Delivery Network is a remarkable union of strategy and delivery, a proactive collaborator and an inventive team of specialists, continuously working to power high performance in every part of your organization.

Accenture Global Delivery Network



Copyright © 2010 Accenture
All rights reserved.

Accenture, its logo, and
High Performance Delivered
are trademarks of Accenture.

CMMI® is a registered trademark
of Carnegie Mellon University.

ISO® is a registered trademark of
the International Organization for
Standardization.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 176,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is www.accenture.com.

For more information about
how you can collaborate with
Accenture to achieve high
performance and leverage
the benefits of the Accenture
Global Delivery Network, visit
www.accenture.com/gdn

