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## High Performance IT 2008: There's No Substitute for Substitution

Executive summary results from Accenture's  
second global IT performance research

• Consulting • Technology • Outsourcing

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## About this study

Many studies measure and report on information technology investment trends. But they rarely examine the quality of the spending. How is IT performing today? How will it perform in the future? The answers to these questions indicate the true value of information technology and its role in helping organizations achieve high performance.

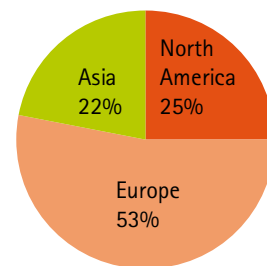
Since 2005, Accenture has been studying the factors that affect performance in managing and executing information technology. This global research program examines how the world's largest businesses and public-sector organizations are managing their IT investments and processes across IT functions, including innovation, industrialization (of IT management and IT delivery methods), integration, infrastructure and information.

This report is based on detailed self assessments conducted online by the most senior IT executives in 260 of the world's largest private-and public-sector organizations in North America (25 percent), Europe (53 percent) and Asia Pacific (22 percent) (see Exhibit 1). These companies have combined annual revenues of \$3.6 trillion, represent a wide range of industries and include both Accenture clients and non-clients. For publicly listed companies, the sample is focused on Global 2000 organizations or those in a country's top 100 enterprises. The IT organizations surveyed each had an average of 600-700 employees.

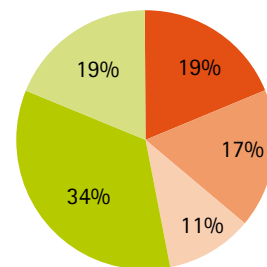
To obtain industry-specific results or conduct a full self assessment for your own organization, please contact [gwen.m.harrigan@accenture.com](mailto:gwen.m.harrigan@accenture.com).

Exhibit 1 - 260 IT executives completed the survey

### Region



### Industry



# High Performance IT 2008: There's No Substitute for Substitution

If CEOs are serious about transforming their businesses for high performance, it is past time for them to break from their legacy IT systems and time to think about technology the way their consumers do. CIOs can help them justify those big decisions.

Enterprise IT in the 21st century has been a lot less digital than headlines in business and technology magazines have made us believe. For five years following the 2001 tech bust, IT investment by both private – and public-sector organizations in the major industrialized economies all but dried up. Spending was driven mostly by replacement activity.

Then, over the past 18 months, the leaders of many large organizations realized that the pace of improvement in productivity, product innovation and customer service had fallen away and that investment was needed to improve competitiveness. As a result, we've recently seen an upsurge of multiyear programs to implement new customer-facing, supply chain, production and back-office systems. For the most part, these programs have only just begun and will take some time to get to production, to change the way business works and deliver the target outcomes. In some markets, organizations are still only at the planning stage, pondering whether to invest now or to try to get more use out of existing systems.

It looks like the first half of 2008 will be dominated by uncertainty over global economic growth, and business leaders will naturally reassess their current investment plans. However, this report argues that large organizations must not defer the critical updates of their systems and capabilities since 2007 was the first time in nearly a decade that IT investing was not simply about replacing broken boxes. This report also maintains that as business and technology leaders plan their IT investment strategies for 2008 and beyond, they must finally do away with the old thinking of "If it's not expensive, it's not enterprise-ready." Much of the new technology available today is in fact dramatically less expensive than the technology it replaces.

Accenture recently completed its second global research study of IT performance. The study drew insights from 260 Global 2000 enterprises and their equivalents in the non-profit and public sectors, which are summarized in this report. For the majority of organizations polled, the impact of the recent dearth of investment was obvious.

**While pure-play consumer Internet companies have raced forward and established a completely new set of expectations around user experience, participation, mobile access and real-time responsiveness, most corporations and public-sector organizations are falling behind.**

Our research indicates that an average of only 22 percent of customer interactions, 20 percent of supplier interactions and 34 percent of employee interactions are conducted online and processed automatically (see Exhibit 2). These are critical factors when evaluating overall organization performance and are at odds with the real-time concept and the way in which customer satisfaction is now managed online.

Think about the social networking site Facebook.com or Apple's new iPhone. Today, consumer adoption of advanced, converged and mobile information, and collaboration technology is at an all-time high. Yet in our research, 50 percent of US research participants declared their organizations to be technology followers, placing them as the most conservative among their global peers.

Only 36 percent of enterprises around the world are committing mobile applications to a major part of their businesses and very few are looking seriously at collaboration tools such as wikis for their knowledge workers. Employees increasingly have the power to access and use innovative consumer tools and they want to do this at work as well as at home.

As was evident from the first global Accenture IT performance study in 2005, IT teams are still spending nearly 40 percent of their time running and fixing existing systems, drip-feeding life support to legacy systems (see Exhibit 3).

**Why have these aging systems not been decommissioned?**

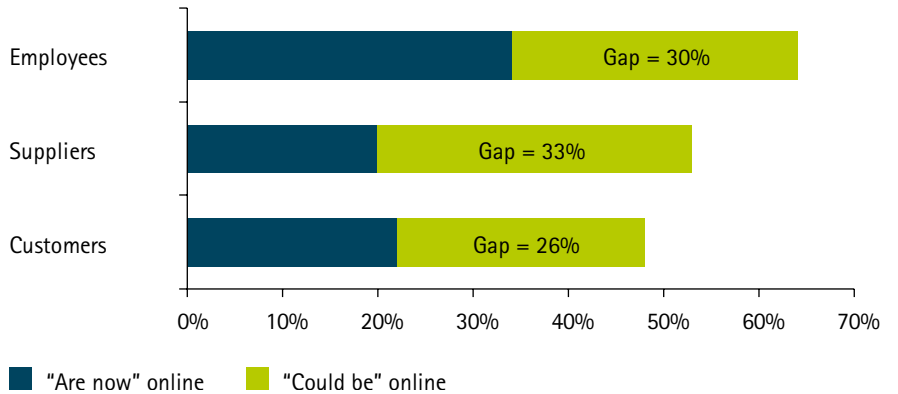
Here's a stark measure of the extent of the problem: more than 60 percent of all enterprise systems surveyed in our 2007 study were already fully depreciated (see Exhibit 4).

On a positive note, many of the CIOs surveyed do understand that most of the new technology available today is in fact technically mature, cheaper than the technology it replaces and easier to install. In addition, some organizations are crafting strategies to leverage the coming maturity of service-oriented architecture

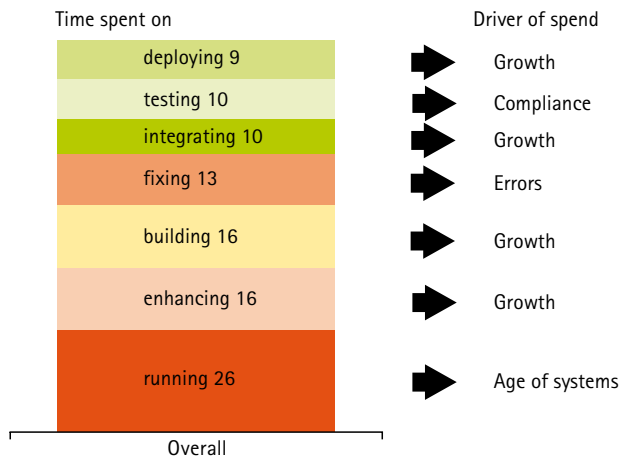
(SOA) and software-as-a-service (SaaS) technologies that may see organizations one day rent all of their software except for the solutions they have developed themselves to gain competitive advantage.

**Exhibit 2 – Consumer Internet companies have raised expectations around user experience, participation, mobile access and real-time responsiveness**

What percentage of interactions are now online and what percentage could be online?



**Exhibit 3 – IT teams are still spending nearly 40 percent of their time running and fixing existing systems, drip-feeding life support to legacy systems**



**Exhibit 4 – Respondents said a majority of enterprise systems were already fully depreciated.**

Department	% Fully depreciated
Operations	64%
Sales	63%
Distribution	62%
Finance	62%
Customer service	61%
Human resources	60%
Research and development	48%

# IT Investment 2008: The Agenda that CEOs and CIOs Must Share

CEOs and other C-suite executives who are working closely with their CIOs must make an important trade-off in 2008: they must weigh the benefits of reaching the next plateau of enterprise productivity against the one-off cosmetic improvements their organizations will gain that merely nudge the bottom line. The trade-off is between being able to offer technology-literate customers, employees and suppliers new products and services that are truly unique in their experiences versus a short round of applause from investment fund managers. For some, the trade-off will be between not being able to compete in the future with low-cost emerging-market multinationals that have never been held back by legacy systems and not having to spend time understanding what information technology can do for the business.

**CIOs also confirmed that there is no innovation problem; there is an adoption problem (see Exhibit 5).**

Technology readiness is not an issue—the hardware and software is available—but enterprises are still deplorably slow to adopt new technology because their leaders are not confident that their organizations

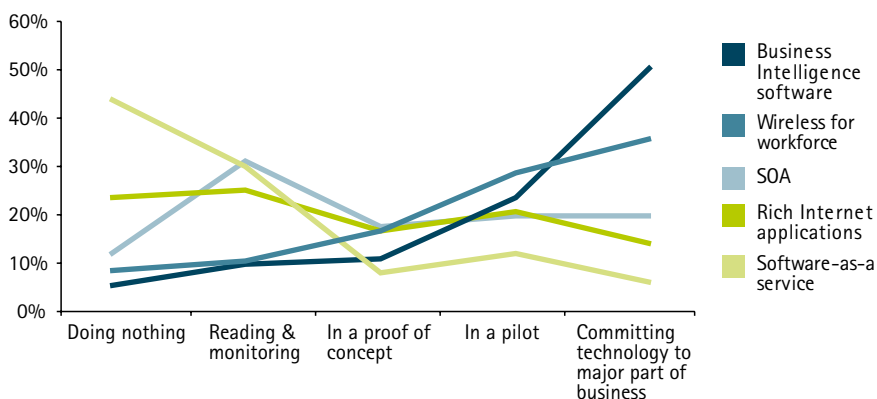
will be able to undergo the necessary organization changes in relation to processes and people to get value from the investments.

Certainly, not all IT investment should be high-stake bets: often it is as much about generating, inspiring, permitting and supporting continuous small experiments on new technology that

will determine its utility (and limits) for commercial use. In today's strategic modeling parlance, this approach is best described as risk scenario planning. That is, investing a little to advance the front of knowledge and using this knowledge to reassess future investment bets. Think of the approach as emblematic of today's "trial-and-error economy."

Exhibit 5 – Where are you with the adoption of new technologies?

The key reason given for increasing investment in new technologies was "because the business is ready".



# Focus IT investments on your end customer

Customers—including consumers, business customers and citizens in the case of government—are starting to expect organizations to deliver the same experience, speed, detail of information and flexibility they get from their personal technology. However, our research puts the end customer last in line outside the CIO's door. Twenty-eight percent of IT application investments in the large enterprises surveyed was focused on the customer.

**Yet, customer-facing systems were among the portfolio's poorest performing applications in terms of technical and business adequacy.**

Looking at information and data flow, we found that only 15 percent of information systems interfaces within organizations centered on the customer. Finally, only 21 percent of the typical organization's customer information was very detailed and only 19 percent said it was very accessible to decision-makers and line staff (see Exhibit 6.1-6.3).

Clearly, many organizations must take a close look at their core front-office systems and associated processes: customer relationship management, sales and marketing, and billing.

**The test should not be about technical and business adequacy. Instead, a good way forward for many will be to base their reviews on expectations built up from consumer Internet experiences.**

Should your organization provide source-level customer reviews on its products and services? Do you provide on-demand advice to your customers and feed that experience back into your product cycle? Do you cross-sell and connect your consumers to broader communities of interest? Do you provide mobile access to products, services and information?

Exhibit 6-1 - Customer facing systems are among the portfolio's poorest performing applications in terms of technical and business adequacy

Overall

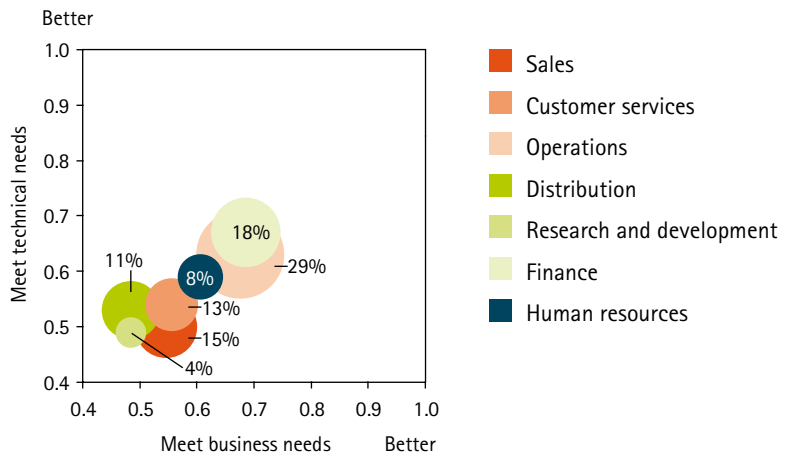


Exhibit 6-2 - Only 15 percent of system interfaces within organizations surveyed focused on the customer

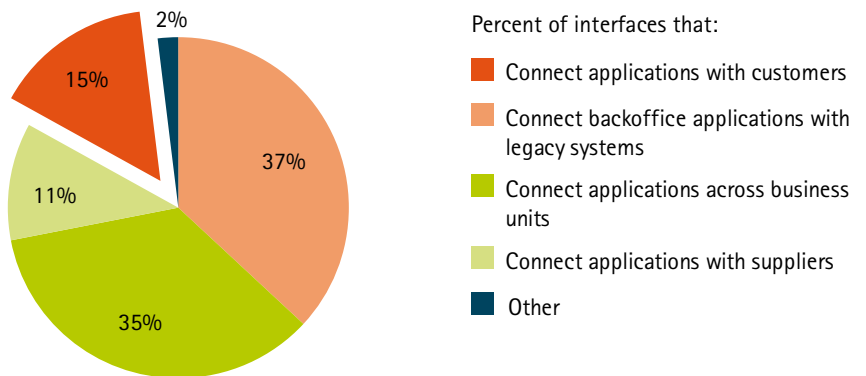
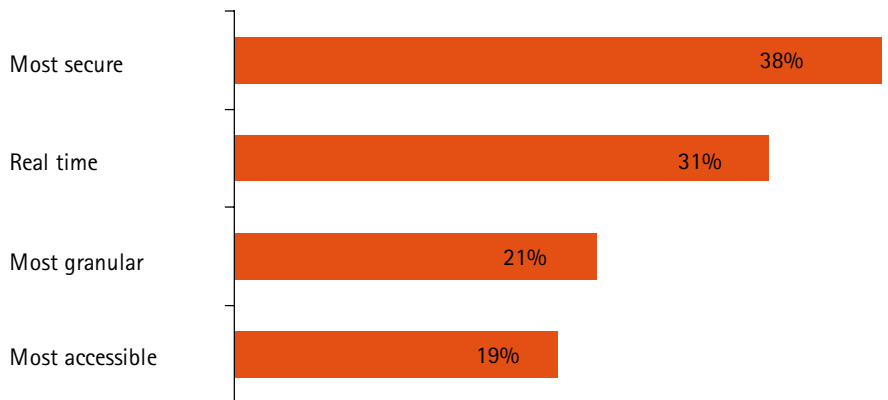


Exhibit 6-3 - Employees still do not have access to the information they need to do their jobs

Percentage of CIOs that say their customer information is...



Two broad kinds of technologies—Rich Internet Applications and Real-time Insight—form the basis of what the consumer Internet offers other industries and government in improving their own customer experience:

**Rich Internet Applications.** You can be sure you're using a Rich Internet Application (RIA) whenever you use a Web tool with an advanced user interface that can perform complex tasks as fast as any software installed on your PC—even when offline. Examples include Google Earth, Google Apps, some online financial planning tools and many others. RIAs are different in that it is the user device (for example, the PC) that acts as the interface while the bulk of the data stays on the application server. All consumer-facing Web applications that involve multi-step processes are data-intensive, requiring direct manipulation, complex selection and client-side processing, making them good candidates for RIAs.

**Real-time Insight.** Most large organizations now have years of standardized customer transaction data available through their customer relationship management and financial systems. Recent accessible data additions include the growth of Internet transaction history. And in some sectors, such as wireless telecommunications, location data is now automatically collected. New modeling tools allow organizations to generate and act on this business insight and connect it directly to their business processes. Retailers in Japan are at the forefront of using point-of-sale data to optimize merchandizing by using advanced analytics. Other applications capable of predictive insight are being used to monitor plants and equipment, and predict possible future equipment failure and customer service disruptions. For example, predictive monitoring in the electricity generation industry can deliver millions of dollars in savings per plant and reduce risks for enterprise customers.

## Let user-determined computing transform the way your employees work

Many organizations have hit a wall in trying to increase productivity by supporting outdated ways of working through information technology. All they have really been doing has been automating isolated pieces of their complex internal processes. Even when they attempt end-to-end process integration, their legacy systems usually don't give them the opportunity to change the processes—only to standardize them. As a result, for all the investment over the past decade, relatively little has changed at work.

In the early information age, the workplace was the arena for cutting-edge technology. Now, it is the other way round; employees are seeing more IT innovation outside of the workplace. This has given rise to what we call "user-determined computing": employees bringing technology into the enterprise, ranging from PDAs and instant messaging tools to Internet telephony, technical blogs and message boards.

Unless organizations already have formal user-determined computing strategies in place, we believe there are three specific investment programs that organizations should consider in 2008.

**New collaboration platforms for your workforce.** Workers in high-value roles such as top and middle management, R&D, marketing and product management spend more than 80 percent of their time working collaboratively. Yet for the most part, these interactions are not face-to-face: collaborators are geographically disbursed between head offices and regional branches as well as organizationally between business units. The result is that large enterprises using collaboration technology are trending toward two distinct points. The first is the media-rich, natural, synchronous collaboration platform prototype for personality-oriented tasks

such as management decision-making. An example is Hewlett-Packard's Halo, an environment dedicated to ad hoc virtual meetings. The other point is highly integrated, asynchronous platforms for process-oriented tasks such as IBM's "Jazz," a process-driven, integrated environment for collaborative software development.

**Mobility for enterprise applications.** Mobility represents a broader trend. Mobile devices continue to improve in performance, features and uses for both personal and business needs at home and in the workplace. Now that 3G and Wi-Fi bandwidth are finally ready; layered handset architectures are in place and sophisticated mobile devices are affordable to all: enterprises must take advantage of this ubiquity and make their mainstream applications available on mobile platforms.

**Web 2.0 enterprise applications.** Wikis, blogs, Facebook, MySpace, YouTube and other consumer Internet sites enabling mass participation continue to be wildly successful. Along with the obvious marketing and public-relations opportunities, large corporations and public-sector organizations can utilize the crowd-sourcing aspects of these models and leverage them for their own innovation and participative decision making. Sometimes this involves reaching outside the boundaries of the enterprise. One commercial example of how social networking concepts have been successfully used is InnoCentive, a marketplace for R&D challenges. On InnoCentive's website, corporations post R&D problems or challenges for any of 90,000 registered "solvers" from 170 countries to work out. Solvers whose solutions are accepted receive rewards ranging from \$25,000 to as high as \$100,000; a small investment compared to the value delivered. Interestingly, many solutions come from left field—physicists who solve what are nominally chemistry challenges, for example.

# New Benchmarks and New Substitutes in 2008: A Clear Call to CIOs

The indicators are that a major change will take place in relation to enterprise IT. But this time it is technology adoption and not technology innovation that is driving the change: it will be propelled by technology already in use in the consumer domain. Enterprises will not be creating new technology, but using ready-made (and tested) success stories from the consumer world.

As already discussed, this appropriation has already begun and will gather momentum in the next two to five years in both public-sector and private enterprise as well as across every industry. Benefits of the new technology substitutes will be a focus on the end-customer and significantly cheaper, more flexible and process-centric IT architecture.

**In parallel with the major change in enterprise technology, there will be a change in the role of the IT function and a requirement for new measures to evaluate its performance.**

The two roles of the IT function have not changed for years: to manage and maintain cost and service delivery from vast amounts of physical hardware and complex installed software systems, and occasionally to manage major hardware and software implementation programs. As a consequence, organizational structures, governance models and metrics to manage IT functions have been geared toward this reality of complex legacy systems.

How many banking CIOs' annual performance reviews today are based on customer experiences both online and in the branch? How many telecommunications CIOs are rated on their retail group's ability to roll out new wireless content products? How many airline CIOs have personal key performance indicators (KPIs) based on the average waiting time at check-in and the ability of customers to rebook flights when delays occur?

## Set more aggressive benchmarks

As always, when a major shift in technology occurs, there is a tumultuous period of transition. For example, the new generation of core banking systems that many financial services companies will upgrade to within two to three years requires hundreds of millions of investment dollars and huge teams of developers. Simultaneously, the bank's middle management might be demanding Google Search to

enhance its knowledge management system, knowing full well that this toolset is not yet an "industrial-strength enterprise application." How can a CIO in that situation combine the execution mastery needed for traditional "big" IT with an ability to select the right tools from the ever-expanding set of new technologies? And crucially, how does that IT chief work with business leaders to facilitate innovation adoption across the organization?

Accordingly, in comparing key IT function performance metrics, this research paid special attention to the following two groups of organizations:

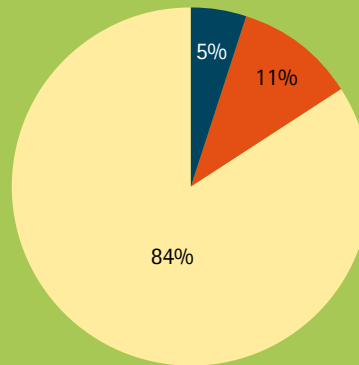
- Execution leaders: enterprises that have achieved the most solid foundations by making their legacy IT systems cost-effective, flexible and secure; and
- Innovation leaders: early adopters of new technology that have made the most progress in transforming their operating models using information technology.

# The High Performance IT Index

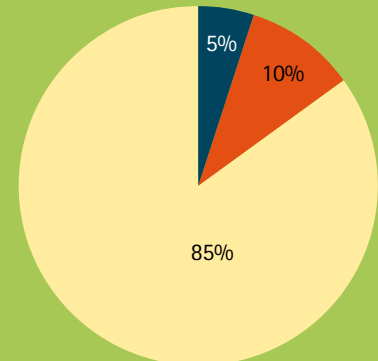
For the purposes of this study, high performers are defined as the IT organizations that have achieved or are striving to achieve excellence across two main IT characteristics:

- i) **IT innovation:** Leaders that are early adopters of new technology and have made the most progress in transforming their operating models using information technology.
- ii) **IT execution/flexibility:** Executives who are playing a key role in IT investment decisions and budgets together with IT executives; leaders that have created or are leveraging sets of metrics to understand the role and impact of IT in their organizations; leaders that are leveraging technologies that provide dynamic access to infrastructure and real-time access to information.

The High Performance Index  
IT innovation



IT execution/  
flexibility



■ High performers ■ Leaders ■ Others

Comparing the two groups, we found IT productivity is linked to both IT execution and IT innovation. Here's how:

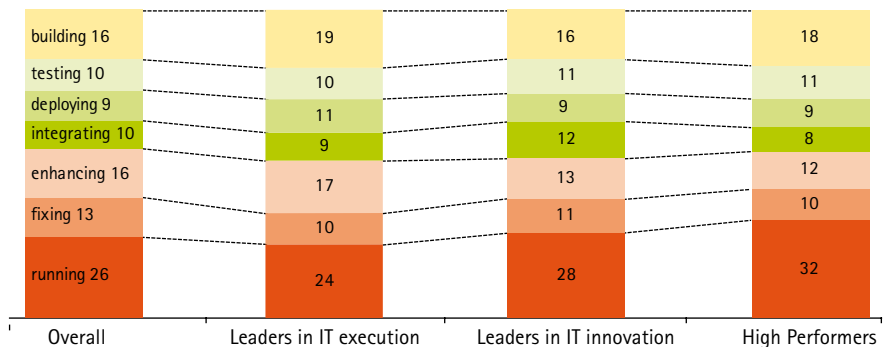
**Leaders in IT execution.** Those organizations that self-identified as having highly developed capabilities in relation to execution—governance, portfolio management and IT flexibility and security—did much better than other organizations on most IT productivity metrics.

**Leaders in IT execution, having increased standardization and centralization of their IT functions in the past few years, are averaging 19 percent less time spent on running and fixing their systems than other IT functions (see Exhibit 7).**

Yet, as they open the door to newer technologies, these IT organizations would do well to worry less about the effects of those technologies disrupting their IT operations so they can properly evaluate the benefits of new IT tools

Exhibit 7 – Leaders in IT execution are averaging 19 percent less time spent on running and fixing systems than lower-performing IT organizations.

What percentage of total time does your organization spend on the following areas (inclusive of infrastructure activities)?



and architecture platforms that can speed up cycle times and better address customer needs.

**Leaders in IT innovation.** The organizations that indicated they did well in relation to IT adoption factors also performed better than the rest across many IT productivity metrics.

Those adoption factors include keeping their IT investments steady in good and bad times. And those that have held investment steady, having progressed most in shifting customer, supplier and employee interactions online, have also progressed furthest in adopting new mobility, collaboration and insight technologies.

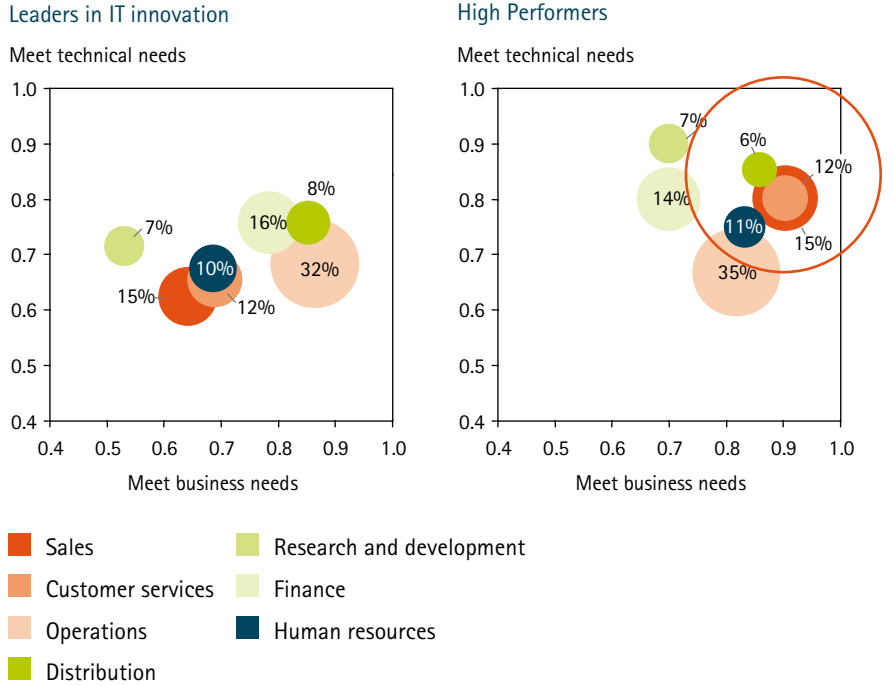
**Leaders in IT innovation shed many of their legacy applications, resulting in significantly better scores for technical and business adequacy (see Exhibit 8).**

When thinking about application migration, leaders in IT innovation were also more likely to look for alternatives to traditional enterprise applications for their customer-facing applications, evaluating on-demand applications and SOA-based home-grown or industry-created applications.

The key question is whether mastery in IT execution and mastery in IT innovation can balance the opposing demands placed on today's IT function. What we found was that for the majority of IT performance metrics such as project schedule and budget adherence, service level adherence, IT productivity, and quality and process adherence, there was minimal difference between the two strategies.

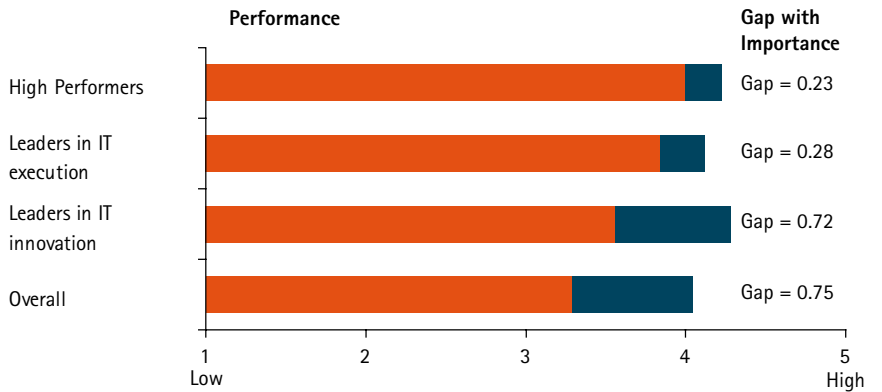
However, when we looked at the subset of 13 IT organizations in the survey comprising leaders in both execution and innovation,<sup>1</sup> we found that this group tended to do better than others against almost all performance metrics. (see Exhibit 9). This was especially noticeable in relation to their ability to accelerate development cycle times—one of the most critical challenges for CIOs everywhere.

**Exhibit 8 – Organizations with migrated legacy systems scored best for technical and business adequacy**



**Exhibit 9 – High Performers have the greatest ability to accelerate development cycle times – a critical goal for all CIOs**

**How would you rate the performance and importance of accelerating cycle time in improving the delivery of applications development and maintenance in your organization?**



<sup>1</sup> Although this sample size of 13 (from a total of 260 companies surveyed) is too small to allow us to claim statistically valid correlations, the finding still has significance when linked to defining high-performance organizations.

# Start leveraging the new enterprise IT substitutes

**While plant and equipment depreciates with age, technology obsolesces with substitution.**

Investment cycles are still too often determined by the date at which equipment is fully depreciated rather than its use-by date. Think about the debate concerning servers versus virtual infrastructure, or Voice over Internet Protocol (VoIP) versus wireless communications to see how irrelevant the measure of depreciation is. The true determinant for replacement should be whether a newer, cheaper, more powerful technology is better for your business. We believe that while there are many technologies that have potential, there are three technologies that will act as substitutes for current IT approaches in 2008:

**Virtualization: Saying goodbye to the box.** Desktop, networks, servers, data centers—they're all like electricity because you need them and because they're plentiful, cheap and reliable. However they have zero effect on differentiating your business. Infrastructure virtualization—the physical decoupling of business processes, software and hardware—has made IT-as-utility a reality. In fact, across the organizations participating in our research, virtualization was the new technology adoption that had increased most in the past two years (see Exhibit 10). Moore's law, hardware platform consolidation, grid computing, new software for virtualized data storage, telephone and data network convergence, increased bandwidth and the emergence of automated provisioning— they all call for organizations to implement virtualization as a key strategy in 2008. In fact, virtualization is also one way for enterprises to reduce energy consumption, an area of increased focus as new regulations force corporations to minimize their carbon footprint.

**SOA: Making dynamic processes more dynamic with IT.** Every organization has unique and differentiating processes, commodity support processes and those that are mixed. Process-centricity, and the service-oriented IT architectures that enable it, mean smooth interoperability between custom systems for differentiated processes, packaged software or SaaS for commodity processes and customized software packages or outsourced solutions for mixed processes. The upshot: enterprises can optimize IT cost, reduce complexity and increase flexibility without giving up any client-facing differentiation. After years of talking about process-centric IT, organizations worldwide are now choosing service-oriented architecture initially to address technology integration challenges, but also to help them move toward business process integration.

Exhibit 10 – More companies are committing to the adoption of virtualization

Technology adoption curve – virtualization

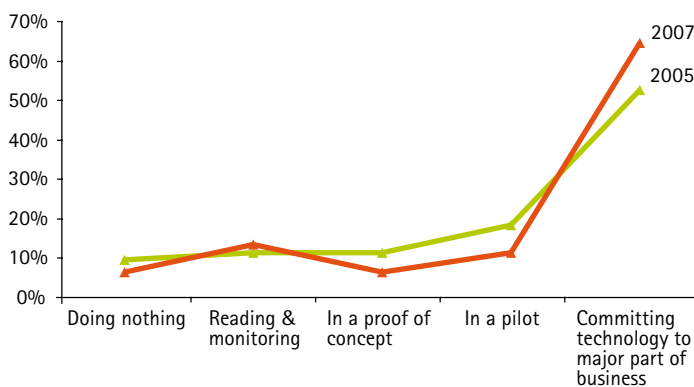
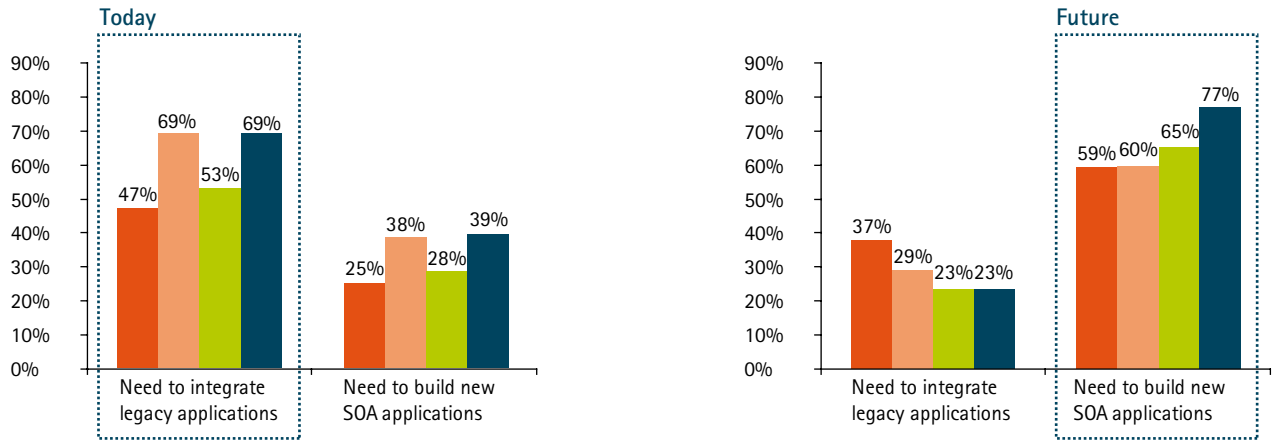


Exhibit 11 – What is driving SOA in your organization?  
 Migrating legacy applications is top priority for high performing organizations



\* Numbers indicate % of high/avg/low performers who selected these options?

■ All ■ Leaders in IT innovation ■ Leaders in IT execution ■ High Performers

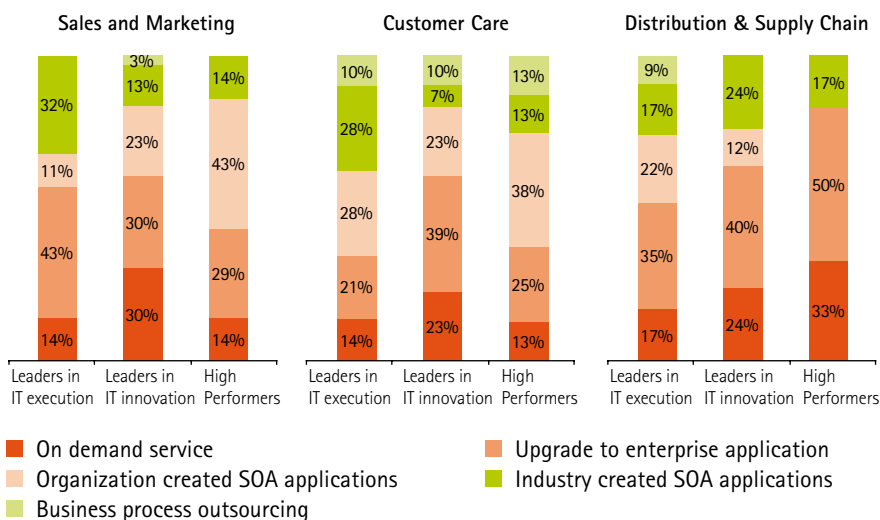
What we found in this year's research was that IT innovation leaders are already leveraging SOA for legacy integration, and are further ahead today in building new SOA-based applications (see Exhibit 11). In fact, 38 percent of the application portfolios of high performers comprised composite applications that had been built using an SOA architecture, and 45 percent of the new application functionalities in this group were already built by reusing existing services. The only significant issue slowing SOA adoption of these high performers was their ability to recruit or train people with additional skills. In addition, high performers aspire to adopt alternatives to

traditional enterprise applications for their external facing applications (see Exhibit 12).

**Software-as-a-Service: Owning is obsolete.** Since the earliest days of hosted applications, CIOs have wondered whether they really need to keep developing and maintaining so many of their solutions and systems in-house. That discussion has intensified with the rising costs and difficulty of maintaining and upgrading legacy systems. The vendor landscape has cleared too: stronger service providers have emerged and the leading ERP vendors are throwing their weight behind on-demand software models. The SaaS conversation

has shifted quickly in recent years. Questions about data security, while still asked, are far less likely to stop the conversation. Now the core query of vendors is how the enterprise can integrate its outsourced data with its in-house systems. The middle market is moving especially aggressively to use SaaS approaches. Said one participant from a mid-market company at a recent Accenture-hosted discussion: "We're looking at it as a serious variation from the way we've done things in the past. It's not a defensive move—it's a very big opportunity, and it's very practical."

Exhibit 12 - High Performers and Leaders are most likely to look for alternatives to traditional enterprise applications



# Action Today: Break Away from Your Legacy Roots

Two years ago, Accenture's first global research report on IT performance made a clear distinction between spending and investing in IT. This report detailed how the conventional metric—gauging corporate IT budgets against last year's figures—was no longer useful. Instead, the right way to benchmark IT investment was to match it to the current year's potential gains, just as financial investment markets put prices on stocks according to a public company's potential. Two years on, that message is more urgent.

**This is a unique time in technology. New substitutes are available and they are surprisingly economical. Customers, employees and suppliers demand the functionality they are used to seeing with their personal technology experiences. Yet many large IT organizations are not acting on those realities. They are still heavily reliant on aging legacy systems at the very time when they need far more agility and flexibility.**

We are heartened to see that the boldest IT organizations are beginning to break away from their legacy roots. They are experimenting with new technologies (starting with non-critical applications), and gaining valuable skills and insights as a result. One CIO told us: "We put our Web 2.0 applications in beta, we learn cheap — by using cheap software and so on — and we see what emerges. The applications that don't die a quiet death go on."

Many of those IT leaders are fortunate to have more freedom to break from legacy IT because they already have buy-in from their business users. Others who still need that buy-in are finding new ways to obtain it. The IT leaders from both camps are now busily building talent bases so they will be ready when these early experiments start to cross over into real enterprise implementations.

In so doing, they are widening the lead they already have over their peers in their quest for high performance. Then watch them go.

## About the High Performance IT Research Program

Accenture's thought-provoking ongoing High Performance IT research program aims to better understand the drivers and challenges to achieving high performance within IT.

Since 2005, over 870 organizations in 18 industries across North America, South America, Europe and Asia Pacific completed the detailed High Performance IT Self Diagnostic Survey.

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## About Accenture's Global CIO Council

The Accenture Global CIO Council is a worldwide organization of more than 200 CIOs from *Fortune* 1000 companies and equivalent government organizations. The Council provides a forum for the world's leading chief information officers to collaborate with peers and technology leaders on topics of the highest priority. Members of the Council determine the agenda for live and virtual events through an interactive, community-based website. Priorities and issues are also determined by a standard online diagnostic, which can be delegated to the CIOs' direct reports. The Council strives to advance issues common to many CIOs by sharing experiences, reflecting on relevant research, incorporating views of industry experts, and speaking at public forums to broaden awareness.

Accenture provides the resources of the company, its alliance partners, research and internal experts to improve the collaboration among CIOs.

Members of Accenture's Global CIO Council can access the High Performance IT research to help:

- Benchmark their organization's results against their peer group.
- Use the data as a basis for IT investment business cases.
- Interpret the data to direct IT and operational strategies.

To find out more, please contact  
gwen.m.harrigan@accenture.com

## About Accenture

Accenture is a global management consulting, technology services and outsourcing company. 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. With more than 175,000 people in 49 countries, the company generated net revenues of US\$19.70 billion for the fiscal year ended Aug. 31, 2007. Its home page is [www.accenture.com](http://www.accenture.com).



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