

Raising Expectations

Delivering High Performance through
Travel Back Office Services

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accenture

High performance. Delivered.

• Consulting • Technology • Outsourcing



"The transformation has been impressive...to change a business of this size at the speed we have achieved it and to deliver the dramatic financial performance is an incredible success story."

Carl Dawson, Group CIO — Thomas Cook Group plc

Raise your expectations

Outsourcing is much more than a catalyst for lowering costs. With consolidation among traditional players, new entry competitors and changing travel patterns, the industry has evolved—and so have the benefits outsourcing solutions promise to deliver.

Many organizations are still using outsourcing as a blunt instrument for cutting cost through labor arbitrage. Accenture Travel Back Office Services is a finely crafted tool that lowers cost—but also reinvigorates business models, helps achieve operational excellence, and gives travel players flexibility and speed to respond to a turbulent marketplace.

Back office: A strategic asset

Accenture combines its consulting, systems integration and market-leading outsourcing experience to improve processes and deliver increased control and higher levels of service.

According to Accenture research, high-performance businesses focus on developing hard-to-replicate capabilities that deliver on a promised customer experience. Companies are freed to focus on creating these distinctive capabilities when they outsource areas like human resources, IT, finance and accounting, revenue audit and other high-volume back office areas.

The benefits of outsourcing go beyond enabling a more intense focus on core competency. Today, it can also create real competitive differentiation. Outsourcing can be used as a catalyst for infusing new energy and vitality into the business model, and, in some cases, has taken center stage in the strategy of several travel companies.

How? In the past, functions like finance and accounting, human resources and revenue audit had never been used as strategic leverage points—important to the overall business proposition of a company. Outsourcing has changed that. Hotel chains and other franchised travel businesses can now use the ability to deliver consistently excellent back-office services as an advantage when selling its brand to property owners.

The back office needs to support and actively encourage change in the business model of travel services companies rather than inhibit it. As distribution channels and front-office technologies change—online distribution and electronic ticketing are just two examples—the back office needs to keep pace, not serve as a stumbling block. Accenture Travel Back Office Services allow the rapid adoption of new approaches, acting as a catalyst for reinvigorating business models.

Operational excellence

To win in the hyper-competitive travel industry, companies need powerful controls in the back office delivered in lock step with real-time information on margins.

To “walk the walk,” innovation and improvement metrics are often at the heart of the contracts we develop with our clients.

Accenture does not only bring best practice approaches from travel; the breadth of our experience allows us to tap into cross-industry experience in retail, consumer goods and services, manufacturing or financial services with many of our cross-industry client operations sharing the same physical infrastructure. Accenture professionals learn from one another and pass along those cross-industry insights to our travel clients.

Accenture's outsourcing services help organizations achieve optimal service, quality and cost outcomes both now and in the future. We focus on our clients' critical requirements and unique business strategies to create tailored, responsive solutions that deliver measurable, repeatable and predictable results.

Speed and flexibility

Accenture Travel Back Office Services offers companies the ability to gain new capabilities and enter new markets or channels rapidly—through our proven processes and approaches, infrastructure and highly skilled people. This flexibility is especially critical in an industry where consolidation shows no signs of slowing, and realizing the expected M&A synergies remains a challenge.

Outsourcing back-office functions makes post-merger integration activities much easier as acquired capabilities are integrated into the pre-defined, clearly documented operating model. Travel back-office services make M&A planning more accurate and transitioning more efficient because the addition of new functions, services and customers is a repeatable and predictable capability.

“Working jointly with Accenture enables us to drive significant business benefits through process efficiencies and cost reduction. Accenture's robust and flexible delivery model is a key reason why we have chosen them as a business partner and engaged them not only to assist in our initial transformation back in 2002, but now in 2007 during our large-scale integration program, resulting from the merger of MyTravel and Thomas Cook UK.”

Juergen Bueser, CFO UK & Ireland — Thomas Cook Group plc

Accenture Travel Back Office Services responds to industry-specific needs.

It is all about providing specialist skills, processes and technologies. We want our clients to gain new capabilities and the ability to optimize the position of their organizations in what continues to be a highly competitive market. In addition to common business processes such as finance and accounting, application outsourcing, HR, and procurement, we also offer travel-specific services including:

Accounting Services	Reconciliation Management	Management Information Reporting	Operational Management (through Navitaire)
Revenue recognition accounting	Operator statement reconciliations	Sales and daily trading	Reservations (New Skies®)
Integration with contract data and reservations	Billing and settlement plan reconciliations	Channel profitability	Web hosting
Travel receivables and self billing	Low-cost carrier settlement and reconciliations	Customer segmentation	Revenue management (SkyPrice®)
Airline billing (including fuel invoicing and ground-handling charges)		Forecasting	Revenue accounting (SkyLedger® / PRA System®)
Deposit and guarantee payments and recovery			Ancillary revenue services
Resort accounting			
Vendor payment system			
Hotel settlement processing			

"Accenture's Travel Back Office Services allowed us to reach critical post-merger integration milestones with MyTravel in an almost unbelievable timeframe. Both companies' SAP and reservations systems were integrated in just five months—a timescale I initially thought impossible."

Carl Dawson, Group CIO — Thomas Cook Group plc

Unparalleled outsourcing capabilities

Over the past decade, more than 400 companies and government entities have partnered with Accenture to boost business performance through outsourcing. For the travel industry, Accenture has demonstrated its commitment through investments like Navitaire—a wholly owned subsidiary that services more than 85 new entrants and established airlines around the world. Navitaire offers transaction-processing services including integrated distribution, Internet reservations, airport check-in, revenue management and accounting, crew scheduling and management, and disruption recovery.

Accenture delivers business process outsourcing services to airlines and travel companies from our Accenture Global Delivery Network. The network is instrumental in delivering faster, higher-quality services with less risk and more predictability. Wherever business operates, the Accenture Global Delivery Network provides access to proven methods, leading-edge tools and platform-specific architectures, all in the hands of skilled, flexible professionals.

Our Global Delivery Network footprint includes more than 40 delivery centers across the globe. In addition to a leading presence in India, the Accenture Global Delivery Network includes centers in the Philippines, China, Eastern Europe and Latin America.



Winning awards with Thomas Cook

Thomas Cook Group plc is one of the travel industry's biggest players with 3,000 travel shops serving 19 million clients every year.

In 2001, having rapidly grown to become a global brand, Thomas Cook UK realized it needed to embark on a far-reaching transformation plan and as a result standardized its back office, making global operations easier and creating a robust platform to aid future growth. Accenture created a shared service center with Thomas Cook in 2002, through which Accenture provides Finance, HR, Payroll and IT services—in other words, all back-office services—for Thomas Cook across its UK business. On 22 September 2007, Accenture and Thomas Cook Group plc agreed to a 10-year deal for the provision of back-office support to the combined

Thomas Cook and MyTravel businesses in the United Kingdom. The companies' groundbreaking arrangement has been awarded "Best Outsourcing Deal in the European Union" at the 2007 Outsourcing Excellence Awards. Suzanne Shenton, senior executive of outsourcing at Accenture notes, "We've had a strong focus on delivering initiatives and from the very outset of the relationship we've taken a highly collaborative approach, working closely throughout the process at all levels." Accenture's focus on continuous improvement, a strong partnership and a drive for innovation was also a critical part of the transformation.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance. With approximately 170,000 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.

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