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High performance. Delivered.

Business Process Outsourcing

Making the most of your
workforce investment

Driving high performance through Human
Resources Business Process Outsourcing

• Consulting • Technology • Outsourcing

While today's forward-looking organizations are seeking to do more with less, they also are preparing themselves to take full advantage of emerging opportunities. Essential to both goals is the effective use of their workforce investment. Accenture High Performance Business research shows that high-performance organizations prosper through all economic cycles, due in large part to their ability to leverage and apply the talents of their employees.

In the short term, an organization's workforce is critical to its ability to outperform competitors and deliver shareholder value. Over the longer term, skilled and motivated employees provide companies with a distinctive edge that resists imitation.

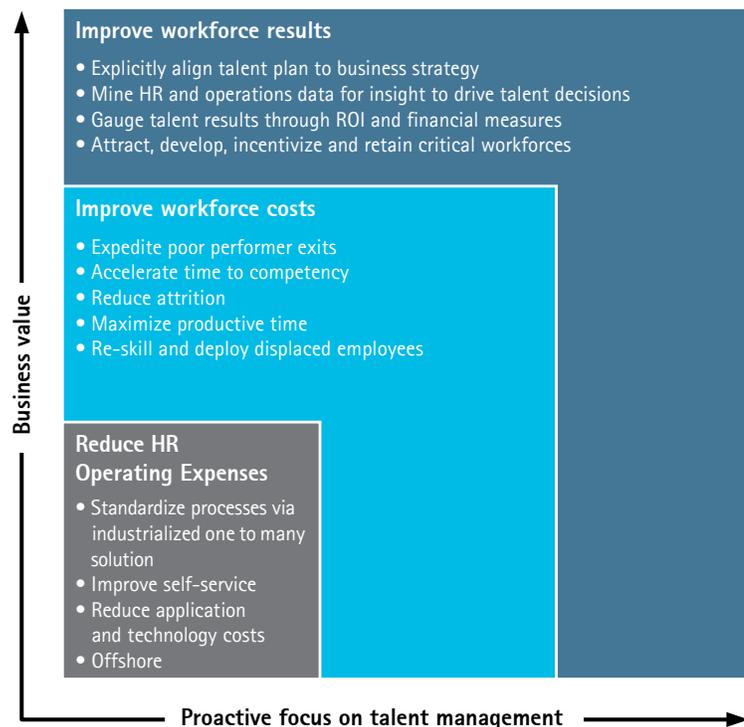
As organizations seek to attract, retain and develop the talent they need, they are looking to their HR functions to adapt in new ways:

- Organizations frequently seek better alignment between HR and business strategy.
- To support growth goals, senior management increasingly looks to the HR function to have a scalable infrastructure and to have access to workplace and trend analysis needed for fact-based decision making.
- At the same time, businesses are also seeking to hold down the costs of the HR function itself.



Driving Business Value through HR BPO

Fig 1: Accenture's services focus on delivering business results



Accenture Human Resources Business Process Outsourcing (HR BPO) Services have a proven track record in addressing these challenges. Accenture collaborates with clients to drive high performance in HR functions and in organizations' overall ability to use their workforces effectively. We help clients drive growth by optimizing their workforce performance and productivity, while enabling client's HR organizations to become more scalable and more capable of addressing their business requirements.

Our services combine deep industry knowledge with our experience in HR, systems integration, and business process outsourcing. Powered by our Global Delivery Network, this unique combination of capabilities helps clients achieve HR operating cost savings, total workforce cost savings, and workforce performance and business improvements.

Reduced HR operating costs

Moving to a global delivery model and implementing proven, effective processes can offer significant savings in the cost of delivering HR services. Accenture HR BPO Services have helped organizations reduce HR operating expenses by 20 to 30 percent through the standardization, centralization and automation of key services.

Accenture has embedded industry-leading practices into documented processes, integrating people, process and technology within our industrialized model. We drive reduced HR operating costs by leveraging our global delivery capability, utilizing a shared services model, and reducing transaction costs through increased self-service.

At a Large European Automotive Manufacturer, HR Costs were reduced by 30 percent.

Improved workforce costs

Beyond reducing HR operating costs, Accenture has also achieved reductions of 4 to 6 percent in overall workforce costs. Accenture helps organizations minimize non-value-added work, trim non-productive time, reduce absenteeism and cut the cost of poor quality.

Accenture enables the organization to achieve tangible results that include better selection of top performers, improved retention of critical performers and workforces, better identification of poor performers, re-skilling and deployment of displaced employees, and accelerated time to competency. Using proven, effective processes also frees up line managers' and employees' time, resulting in significant increases in productivity.

At a Global Communications company, absence rates were reduced by over 30 percent.

Improved workforce results

Beyond reducing costs, Accenture HR BPO Services also help the organization achieve improved workforce results, measured by revenue increases of 1 to 2 percent. Accenture creates competitive advantage by forecasting and fulfilling talent requirements and aligning talent plans, workforce capabilities and employee performance with business strategy.

Targeted learning campaigns are another strategic tool in improving employee performance. Drawing on a vast portfolio of assets, campaigns tailor the learning experience based on the audience and key business objectives, measuring results in terms that are meaningful to the client's business. Results achieved for clients include measurable growth in sales and revenue, faster time to proficiency, and reduced time spent on training.

Accenture mines workforce and benchmarking data for the insight required to drive talent decisions. Talent results are gauged through Return on Investment (ROI) and financial measures. Consistent application of effective, user-driven HR policies and processes produces a significant increase in employee and line-manager satisfaction.

By improving key processes that touch every area of the organization, Accenture enables dramatic improvements in workforce productivity and results, measured by increased sales and revenue, improved customer acquisition and retention, and enhanced support for innovations.

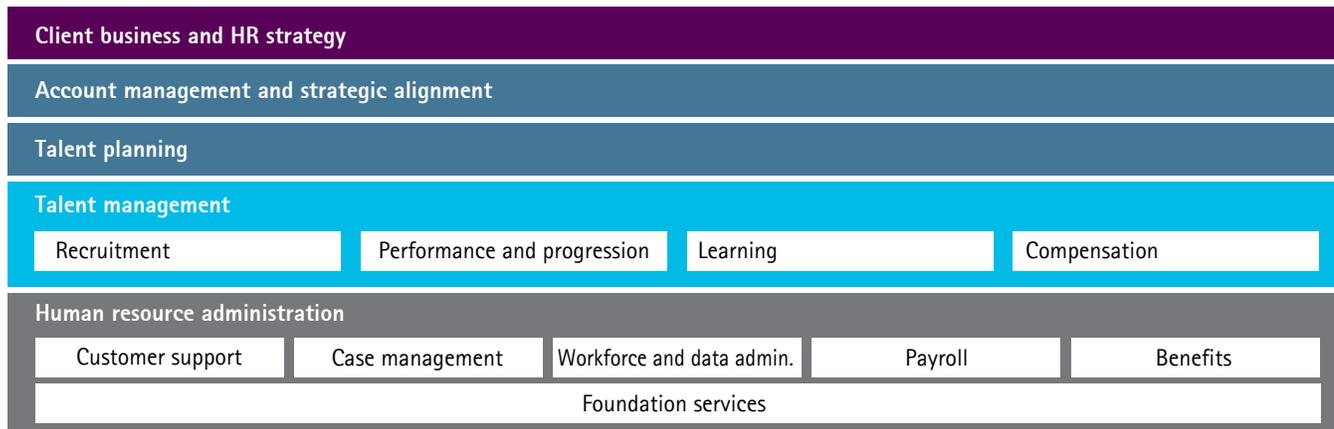
For one of the world's largest apparel marketers, Accenture supported company leaders in their quest for profitable growth through talent management.

"Attaining and maintaining market leadership requires us to be even more effective in the delivery of non-strategic human resource activities. This agreement will allow us to better focus our resources on innovation, brand-building and other capabilities that will drive long-term sustainable growth."

Ian Maginnis, vice president of Business Support Delivery, Kimberly-Clark

Extensive breadth and depth of Accenture HR BPO Services

Fig 2: Comprehensive HR BPO Services from Accenture



Accenture's integrated services address client's business strategies, drive talent acquisition and development, and support the entire employee lifecycle from recruitment through to retirement. Accenture brings heightened rigor to HR processes, emphasizing business metrics, talent management and highly effective HR and learning operations.

Our industrialized model is tailored to client's specific business requirements. Our platform offers functional depth and breadth and the flexibility to integrate with a wide array of HR applications. And because our services are highly industrialized, they can be delivered in a modular way – providing everything from specific components of HR services to a comprehensive, end-to-end solution.

Client business and HR strategy

Accenture's consulting expertise can help to translate the client's business strategy into key strategic components – including human capital strategy, organizational design, and culture and core values – that guide HR and workforce planning and actions. Accenture helps to identify targeted changes to key processes, policies, systems and structures that help the company improve workforce and business performance.

Account management and strategic alignment

To ensure that appropriate value is delivered, Accenture provides proven service delivery management, governance and methodologies. Our patent-pending proprietary Business Interlock methodology and tools help HR and the business achieve alignment on investments, program direction and priorities. Accenture monitors and manages HR service delivery to assure that services are efficiently delivered and measured against pre-established business objectives and target outcomes.

Talent planning

Accenture translates HR strategic goals into action plans that address the critical workforce segments, competencies and roles needed to execute the organization's business strategy. Accenture's planning and analytic processes, tools and resources and forecasting methodologies deliver actionable insights and approaches that enhance talent acquisition, development and retention.

Talent management

In the area of talent management, Accenture handles processes ranging from recruitment to compensation, including the learning and career development tools that are critical to effective workforce performance, retention and career progression.

Recruitment

Leading recruitment expertise facilitates the acquisition and/or redeployment of high-performing talent through external hiring, internal transfer and contingent staffing.

Performance and progression

Enhancing analysis of employees' strengths and weaknesses, Accenture creates plans to improve skills and align top performers with critical roles.

Learning

Accenture's comprehensive learning services include skills development programs focused on business outcomes. Accenture's approach encompasses planning, design and delivery, incorporating supporting technology and innovative approaches.

Compensation

Accenture helps improve the impact of compensation by linking rewards and incentives to the contributions of individuals, teams and the entire organization. Providing market, trend, job and survey analysis that facilitates alignment with the marketplace, Accenture puts in place salary and incentive structures that enable better recruitment and retention.

Human resource administration

Accenture provides comprehensive HR administration services ranging from payroll and benefits to customer support.

Customer support

Accenture provides a single point of contact for HR-related inquiries. Our intuitively designed self-service HR portal gives employees and managers direct access to many common HR functions and policies, while an integrated contact center enables Accenture to track and manage the contact process from inquiry through to closure.

Case management

Accenture manages complex and sensitive cases in employee relations, absence management, and health, safety and employee assistance. We assure compliance with client policies and business rules, while monitoring and analyzing captured data and handling necessary external reporting.

Workforce & data administration

Accenture's comprehensive capabilities deliver efficient, cost-effective HR back-office and transaction services ranging from high-volume HR transactions (such as promotions and terminations) to data administration to leave and exit administration.

Payroll

Accenture provides integrated payroll services and, depending on specific geographic requirements, partners with specialists with additional local expertise to deliver the most appropriate solution for the client.

Benefits

Accenture provides integrated benefits administration that, where appropriate, incorporates premier local service providers complementing our strengths. Accenture provides client employees and managers with a seamless view of key processes and service management.

Foundation services

Accenture's solid human resource infrastructure enables the delivery of value across the full range of HR BPO, handling data and transaction planning, technologies and integrated platforms, operational reporting, vendor management, and electronic document and records management. Managing key processes, technologies and operations, Accenture drives effective delivery and integration of services while enhancing business results.

"We bounce ideas off its strategic HR leaders before we plan the implementation of a new program. Accenture has a lot of experience to bring to the table; it has become a trusted advisor in this regard."

Laurinda Gardiner, Deputy Secretary, Strategic Management Division, Victorian State Government's Department of Treasury and Finance.

Why Accenture for HR BPO services?

In HR BPO, Accenture helps clients achieve high performance by reducing cost and improving workforce and business performance. Accenture's approach provides key advantages:

Differentiated offering

Accenture's comprehensive solution encompasses talent management and HR administration, providing an integrated HR capability without sacrificing depth of specialization or economies of scale. Our proven, industrialized processes are configurable and are delivered at scale, giving our clients greater flexibility to respond to changing market needs. Our strong governance framework gives higher visibility and control while enabling quick decision making, access to innovation, and issue and change management.

A global delivery network with reach and scale

The Accenture Global Delivery Network uses standardized methodologies, assets and tools to turn more than 50 global facilities staffed by more than 80,000 professionals into a massive, cost-effective engine for high performance. Our scalable, flexible network helps clients improve productivity, increase business value, mitigate risk and lower the cost of delivery.

"This global outsourcing deal represents a major strategic choice for Unilever. We believe that it is best for our business if we concentrate on our core competencies and transfer what is our back office and make it into someone else's front office."

Sandy Ogg
Chief Human Resources
Officer, Unilever

Global Delivery Network – Locations

Our diversified multi-client locations provide significant scale across 50+ Delivery Centers worldwide, bringing the best skills and capabilities to our clients.



Proven track record and experience

Accenture provides HR and learning services to nearly 50 clients across more than 100 countries, reaching about 1.5 million people worldwide. Within HR BPO, Accenture:

- Manages performance and progression for more than 125,000 client employees
- Directly manages payroll for over 750,000 employees each month
- Administers compensation for nearly 250,000 positions per year
- Resolves more than 2 million contact center calls per year
- Administers more than 1 million workforce data transactions each year

Integrated consulting, technology and outsourcing expertise

Accenture's dedicated resources include 7,500 professionals with expertise in talent and organizational performance, HR and learning. These professionals are complemented by a global talent pool of consultants with experience in most industries, technologies and business processes, as well as extensive ERP experience and insight into the latest technology trends.

Focus on business results

Accenture's extensive breadth and depth of services, strategic capabilities and proprietary methodologies enable client organizations to align their HR processes with business strategy. Focusing on the needs of users and businesses, Accenture's processes overcome traditional silos. Integrated technologies reflect business processes, relieving staff of many common administrative and support tasks, enabling them to focus their efforts on value-added initiatives and enhancing their ability to drive ROI.

Delivering Measurable Business Results and Client Satisfaction

With more than 12 years of experience in implementing and delivering HR BPO services, Accenture is recognized as a world leader in HR BPO. More and more leading companies are outsourcing their HR functions to Accenture, based on its track record, global capabilities and proven methodologies. Our clients include Best Buy, BT, Caja Madrid, Telecom Italia and Unilever.

Accenture helps clients achieve high performance by reducing cost and measurably improving workforce and business performance. Results include reductions of 20 to 30 percent in HR costs, 30 percent in absence rates, and 50 percent in speed to hire. In 2008 and 2009, Accenture attained an average of 98 percent achievement of Service Level Agreements across all HR BPO accounts.

A sampling of business benefits delivered to specific clients demonstrates the flexibility and adaptability of Accenture HR BPO Services:

Speeding growth through standardized HR processes and targeted campaigns: Large Consumer Products Company

- To spur growth, this global consumer products company sought to improve HR services' consistency and flexibility and reduce their cost.
- Accenture helped the client standardize its HR processes and transactions across all geographies, implementing a unique combination of outsourced and insourced models.

- Learning services were launched in 100 countries within six months, in a program tied directly to standard sales metrics.

- In one key example, Accenture trained the client's sales force across four different regions in China to increase revenue and market penetration.

- Meanwhile, learning services vendors were reduced from 3,000 to less than 60.

Delivering standardized, cost-effective HR: Large European Automotive Manufacturer

- Accenture helped this company implement an SAP HR system and standardize its HR processes in more than 20 countries in Europe.

- Using Accenture delivery centers in the Czech Republic, Spain and the UK, Accenture delivered HR services in English, French and Spanish.

- One key result was improved scalability of HR services at time of peak demand.

- This was clearly demonstrated by the recruitment and training of 800 new employees in one month – an effort that would previously have required an entire year.

- Meanwhile, the engagement reduced HR costs by more than 30 percent for services in its scope.

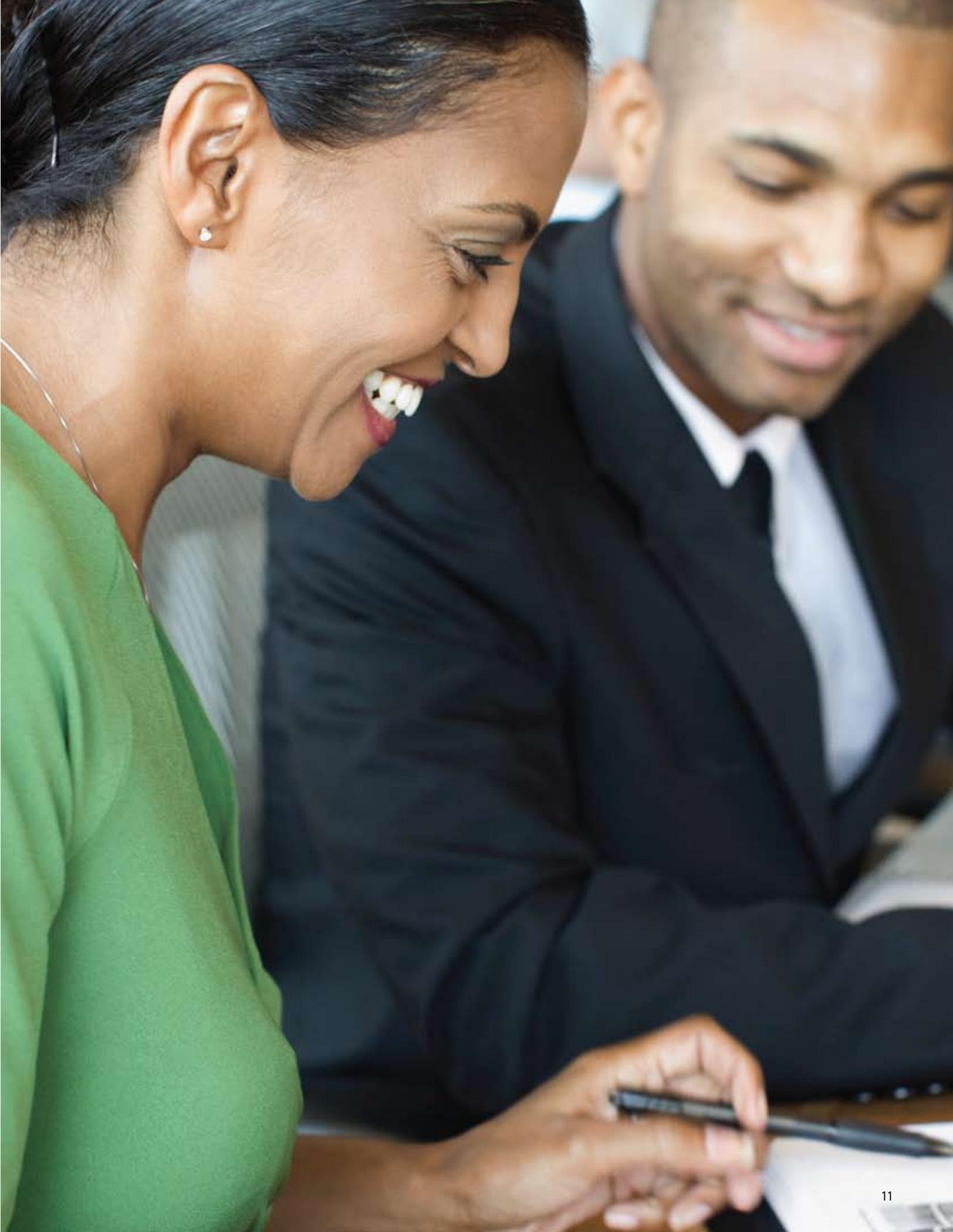
Facilitating M&A activity: Large UK Support Services and Construction Company

- Accenture worked to establish an integrated HR infrastructure that supported the client in growing its business through acquisitions and partner relationships.

- The project transformed HR services by implementing standard processes across the company's operations and using an ERP implementation to improve the visibility and accuracy of workforce information.

- Accenture consistently outperformed its 28 service level agreements, generating more than 375,000 payslips, 30,000 HR transactions, and answering 50,000 employee queries each year, with an average of 70 percent of inquiries resolved at the first point of contact.

- In November 2008, Accenture signed a new 10-year contract, extending the scope of our work to businesses the company has recently acquired.



Contact us

To learn more about how you can achieve high performance through advanced HR BPO services from Accenture, visit www.accenture.com/hrbpo

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 181,000 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.

