

Outsourcing

Achieving High Performance through Application Outsourcing

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accenture

High performance. Delivered.

• Consulting • Technology • Outsourcing

The road to high performance starts with application outsourcing.

Regardless of size or industry, companies operating in today's global commerce rely on business application systems to manage markets, energize supply chains, drive operations, maintain customer relations and report to stockholders.

For more than 15 years, Accenture has worked with senior executives around the world to address their most critical business imperatives through application outsourcing:



Lower total cost of IT ownership

From initial investment through deployment, maintenance and upgrades, every expenditure should be closely managed to maximize efficiencies, minimize costs and sustain a lean operation.

Increase value from IT investments

Application portfolios should be carefully aligned with established business objectives and must be rationalized and streamlined. Each application must be a "solution" to an essential business need and must contribute to a specific business outcome.

Improve management control and flexibility

Levels of service and spending should be managed in line with evolving business priorities. Key measures of performance should be provided to enable effective management at every level.

Improve organizational performance

IT professionals need to be provided with a career path that develops their skills and enables them to maximize their contribution. Through integrated organization models and structured work processes, they are able to deliver reliable and high-quality service.

Accenture's application outsourcing approach balances the return on outsourcing equation, targeting the dual objectives of reducing the total cost of ownership and increasing value from IT investments.

Maximizing return through application outsourcing

Accenture's application outsourcing approach transforms application development and maintenance to help our clients achieve high performance. Our world-class industrialized capabilities provide the highest quality of service at competitive costs, while our focus goes far beyond cost reduction and delivers added value by ensuring that IT investments are strategically aligned with our clients' business imperatives.

The result is greater operational control with better reporting and a higher rate of on-time, on-budget project delivery. Companies gain the flexibility of being able to refocus retained employees on critical business imperatives and adjust outsourcing service levels to meet changing business needs. The overall business outcome is realizing increased value and lower costs through improved performance.

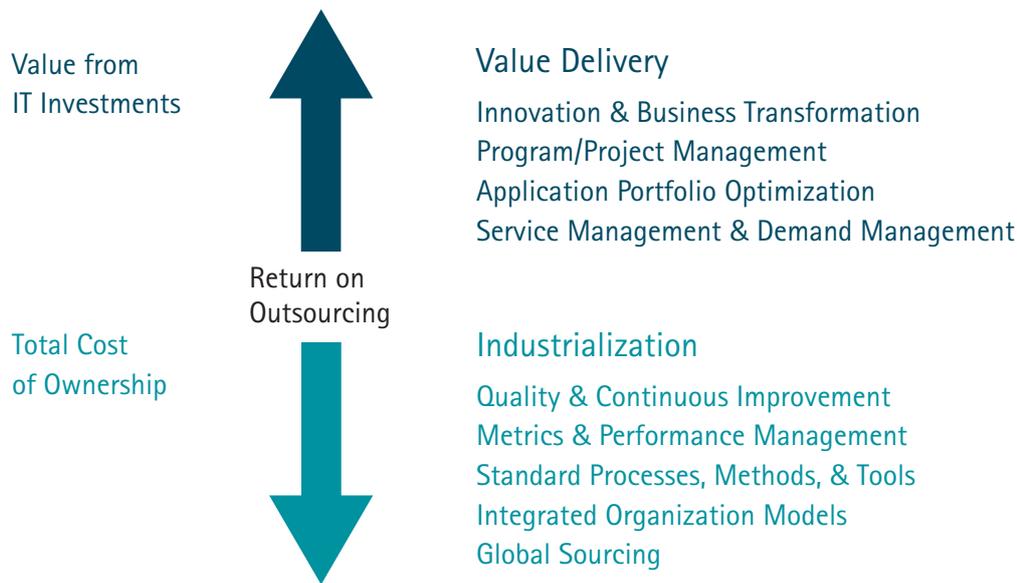
Reducing the total cost of ownership through industrialization

While labor costs are an important component of the total cost of application ownership, there are other factors to consider. Efficiency and productivity require careful assessment, as does the application infrastructure. But, a business must take special care to ensure that cost reductions are not exercised at the expense of process excellence. Accenture rigorously applies the disciplines of industrialization, to ensure the company is "doing things right" through the following capabilities:

Global sourcing

Offering the scalability and flexibility of 24/7 access to extensive, industry-leading capabilities worldwide. Using the Accenture Delivery Center Network, clients can achieve improved productivity, mitigated risk and lower cost of delivery.

Accenture's Application Outsourcing Approach



Integrated organization models

Forming high-performance teams that integrate multi-disciplinary resources with complementary skills, process excellence and a streamlined work environment. This organization ensures that services and solutions are provided to customers at an optimum level of quality while substantially reducing work effort, increasing productivity and maximizing the contribution of every team member.

Standard processes, methods and tools

The Accenture Delivery Suite for Outsourcing gives our clients the ability to out-deliver and the confidence to out-perform by serving as our standard framework for building and delivering solutions reliably, quickly and collaboratively with reduced risk and lower costs.

Our capabilities support the application outsourcing life-cycle from transition through service delivery and include the following powerful assets:

Accenture Rapid Transition Suite

Drives the efficient capture and transfer of knowledge for start up and operations of the new service environment.

Accenture Performance Management Suite

Provides clients visibility and a higher degree of management control of Accenture services and performance.

Accenture Service Management Suite

Manages and controls the delivery of outsourced client services through a single, integrated approach.

Accenture Application Optimization Suite

Evaluates and optimizes the value delivered by the portfolio of applications through an industrialized, comprehensive solution including assessment, renewal and portfolio management.

Metrics and performance management

Measuring application development and maintenance on a consistent and actionable basis. Since companies cannot manage what they do not measure, Accenture provides visibility into business process and IT performance through automated dashboards. This allows quick access to information, demonstrates performance, tracks key goals, and enables effective management and control through business analytics and predictive management.

Quality and continuous improvement

Pursuing process and service excellence using proven industry and Accenture frameworks and best practices. Accenture uses CMMI®-compliant processes and a Six-Sigma®-based continuous improvement program to continually drive down cost, improve quality, increase repeatability and enable high performance.



Global sourcing with the Accenture Global Delivery Network

- More than 50 delivery centers worldwide, providing a full range of technology and outsourcing services
- Strategic locations in Europe, North and South America and Asia Pacific, offering 24/7 coverage worldwide
- More than 83,000 people in the Accenture Global Delivery Network
- Seamless integration, allowing clients access to the right skills at the right time
- Duplicate, backbone network supporting all of the centers with common processes to ensure business continuity and disaster recovery
- Proven transition management approach for transferring knowledge capital seamlessly, cost-effectively and rapidly
- Highly engineered, productive environment that has achieved CMMI® Level 5 at our delivery center locations in Brazil, Spain, China, India and the Philippines

Accenture drives high performance by going beyond "doing things right" and ensuring your company is "doing the right things."

Increasing value from IT investments

On the boardroom agenda, the strategic alignment of IT solutions with business imperatives is top-of-mind. Not only will Accenture work with you to select the best software to meet your needs, we will ensure that your company is fundamentally "doing the right things." By proactively managing all aspects of value delivery, we will drive impact to your bottom line through the following distinct Accenture capabilities:

Service management

Defining levels of service so that incoming requests are prioritized correctly, putting those that provide higher business value at the head of the line and minimizing non-value-added activities.

Demand management

Identifying those discretionary requests that merit allocation of resources based on business value contribution and an overall balancing of supply and demand.

Application portfolio optimization

Optimization drives transformation of the existing portfolio to reduce operational costs, improve stability and flexibility and ensure alignment with the client's business objectives. Accenture's optimization solution is a comprehensive capability including assessment, recommendations, business case development and prioritization and implementation of transformational programs to achieve measurable business results.

Program/project management

Employing deep industry expertise and the organizational and technical skills required to bring a steady focus, effective oversight and critical evaluation to application development and maintenance activities. Meeting scope, schedule and budgets are overriding standards of delivery.

Innovation and business transformation

Applying innovation that is based on our broad consulting and industry expertise and understanding how to use technology to help companies transform their core business and achieve high performance. We recognize our clients need more than just technology solutions—they need business solutions. Most importantly, we follow through to make sure that those business solutions are actually delivering the expected business value to the bottom line.

Accenture provides a flexible spectrum of application outsourcing services to enable our clients to achieve high performance.

Our flexible spectrum of application outsourcing services

Accenture helps companies around the globe move to a higher level of performance by developing innovative application outsourcing solutions that address their widely varying business objectives.

Accenture's application outsourcing business provides a spectrum of services and flexible arrangements. Starting with a standard approach, we build on the basics and structure our outsourcing engagements to achieve specific business results for our clients, carefully considering their size and complexity. We define the extent of our collaboration through two dimensions:

Scope of services

Companies can select basic application management services (such as break/fix support) or broaden the responsibility to include application enhancements, upgrades or comprehensive application development. Over the course of time, Accenture will adjust service levels to meet the client's changing business needs.

Breadth of applications

Outsourcing arrangements can focus on a single critical application, a group of related applications, or an entire portfolio of software applications. Accenture will manage custom or packaged software, including enterprise solutions such as SAP, Oracle, PeopleSoft and Siebel.

Services



Applications



Business Model



Accenture's application outsourcing services are tailored to our client's needs. Our flexibility is demonstrated by the fact that we manage hundreds of arrangements that involve fewer than 100 people—and many with more than 1,000 people.

Following are some of the specific application outsourcing services we offer as well:

Application management

Accenture provides ongoing support of an existing set of applications.

Capacity services

Accenture provides IT professionals to support development, testing and/or maintenance activities.

Application testing

Accenture provides application testing execution and management services.

Application management for leading enterprise-wide software packages

Accenture provides Design, Build, and/or ongoing "Run" support for SAP, Oracle, PeopleSoft, and Siebel.

Comprehensive application development/management

Accenture provides a full scope of development, implementation and ongoing management services for new and existing applications and a comprehensive application portfolio.

We frequently bundle application outsourcing with our other outsourcing services. Some examples include:

Application outsourcing bundled with business process outsourcing (BPO)

In conjunction with our market-leading BPO business, we include application outsourcing for related business systems.

Application outsourcing bundled with infrastructure outsourcing

Accenture assumes responsibility for the full transformation and long-term management of the client's IT applications, infrastructure and operations.



We deliver real benefits to our clients

Accenture has collaborated with hundreds of the Global 1000 companies to achieve high performance through outsourcing. Many continue to choose Accenture because of compelling business results like these:

Tangible benefits

- Reduce total cost of application ownership: 20 to 50 percent
- Achieve reliable delivery: 90+ percent on-time and on-budget
- Improve application development and management productivity: 30 to 50 percent
- Improve process quality: CMMI® certification
- Improve service execution: 90+ percent achievement of critical SLAs
- Re-engineer business processes to operate at "best-in-class" levels

Intangible benefits

- Acquire access to highly specialized skills
- Increase ability to focus on core competencies
- Gain greater management control of investments in application development and maintenance
- Rationalize the application portfolio and underlying infrastructure
- Refresh technology platforms
- Implement variable and scalable staffing based on business need



Additional benefits of bundling with other Accenture outsourcing services

Based on our deep process skills, broad operational capabilities and global delivery footprint, Accenture delivers powerful benefits through our bundled outsourcing services:

Multi-function bundling

With this service, one or more business functions are outsourced to Accenture in a single contract. Multi-function bundling provides clients with the traditional benefits of single-function outsourcing—cost take out via labor arbitrage and low cost delivery—and the additional cost reduction and operational efficiencies of IT standardization and rationalization.

End-to-end process bundling

More comprehensive than multi-function bundling, this service is fully process-driven, eliminating the silos of individual functions and the inefficiencies that come with them. The common IT platforms and governance models from multi-function bundling employed here are injected with the additional benefits of a true shared service model. This process bundling will drive additional costs savings opportunities, as well as the opportunity for Accenture to commit to business process outcomes, including speed to value, reduced start-up capital requirements and improvements in upside revenue growth opportunities.

Accenture: delivering high performance

Today, companies are looking for more than just advice—they need total solutions. Accenture's application outsourcing business provides a proven and pragmatic approach to help companies energize and transform their business to achieve high performance. Choose Accenture as your application outsourcing partner because we:

Understand our clients' business

We have deep experience in a wide range of industries and business processes and are skilled in working with a vast array of business applications. Our expertise is grounded in developing successful strategies, delivering innovative business solutions and creating responsive technology capabilities.

Serve our clients locally and globally

Today, Accenture serves clients in 30 industries on six continents. Our Global Delivery Center Network is comprised of more than 40 centers, offering 24/7 worldwide coverage to improve productivity, mitigate risk and lower the cost of delivery. This seamless integration gives clients access to the right people with the right skills at the right time.

Ensure a rapid and smooth transition

With speed-to-value as a top priority, our industrialized delivery capabilities help to ensure a rapid and fluid business transition for our clients with minimal disruption of everyday activity. Our standardized methodologies and tools, combined with our deep client experience pave the way to efficient, swift and cost-effective benefit realization.



Accenture provides growth opportunities for new people

In many outsourcing situations, IT personnel transfer to Accenture. We receive these newcomers as valued members of our staff and extend to them the assistance necessary for a rapid and complete transition to our operating culture. They can look forward to a position of responsibility commensurate with their experience and level of skill and enjoy recognition based on performance.

"I was most struck by the way Accenture demonstrated that they value both the person and their skills. I wasn't viewed as just someone who could do a job. I was encouraged to challenge solutions and bring my experiences and perspectives to bear for the benefit of our clients. Many companies talk about respect for the individual—I found that Accenture lives it."

**Edward Torres, senior executive,
Outsourcing Delivery Assets**

"The 'Welcome to Accenture' theme stressed that people were its most valued asset. I left my previous employer on Friday and returned to the same workplace on Monday as a part of an Accenture leadership team. From that first Monday morning moment, I was made to feel that I, too, was a valued asset. I had visibility and a voice in the team's work. Training was readily available and help was just around the corner. Company events eased newcomers into Accenture's culture, and the career transition was carefully planned and well executed."

**Rhonda Harrison, senior executive,
Communications & High Tech**

"Shortly after arriving at Accenture, I was invited to attend their global leadership conference and was enormously impressed by the technologies, the businesses and the people who were a part of that event. Coming from a company where information technology was a support function, I was optimistic and excited to be a part of Accenture's core business from day one. My start at Accenture was as a member of a senior leadership team focused on strategic account planning, not just tactical execution—an assignment that quickly brightened my outlook for the future."

**Joe Simpson, senior executive,
Resources**

In your quest for high performance, turn to Accenture.

As a pioneer in the outsourcing industry, our clients have often asked Accenture, how can companies seeking to outsource their applications increase the probability that the arrangement will succeed? Indeed, outsourcing deals vary immensely in scope, size and complexity. In order to ensure a clear path to success, you will need a partner like Accenture with a proven track record.

Our market-leading business

- More than 20 years of outsourcing innovation
- 600+ clients worldwide
- Clients in 100 countries in more than 30 industries
- More than 85,000 outsourcing people

In your quest for high performance, turn to Accenture. We are ready to help you take control of your IT investments so you can concentrate on the next horizon of business opportunities.

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 approximately 177,000 people serving clients in more than 120 countries, the company generated net revenues of US\$23.39 billion for the fiscal year ended Aug. 31, 2008. Its home page is www.accenture.com.

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