Client profile
BP is one of the world’s leading international oil and gas companies. Headquartered in London, the company has approximately 85,000 employees and operates in over 80 countries.

Business challenge
More than 1,800 people provide outsourced finance and accounting (F&A) services to BP Upstream, Refining & Marketing (R&M) and corporate functions—supporting 20-plus business units in 26 countries. Annually, these teams process 3.5 million invoices, generate three million customer credit notes and manage more than 100,000 payment runs.

In 2011, BP was managing these activities via seven different contracts with three providers, all delivering similar services to various parts of BP. Despite this multiple provider strategy, two-thirds of the roles were in Bangalore—an unacceptable risk to F&A service delivery.

Additionally, BP was looking to move from a geographic, business-led operation to a process-driven model in order to improve standardization and efficiencies.

Consequently, BP launched Project Mariner, a vision for a single global partner who could both deliver services and assist in transforming BP’s finance operations.

How Accenture helped
Accenture was selected as BP’s single global partner to help create a simpler, stronger and more standardized global service delivery model for finance and accounting services.

This was the largest “outsource provider to outsource provider” transition in the history of the business process outsourcing (BPO) industry.

Accenture now provides record-to-report, order-to-cash, procure-to-pay, and production revenue accounting services to BP Upstream, R&M and corporate functions from the following five locations: Bangalore, Buenos Aires, Manila, Krakow and San Antonio.

Working together, BP and Accenture focused on:
- Leveraging a robust transition methodology that underpinned 42 separate transitions in just 10 months. BP knew that a laser focus on providing safe, reliable and compliant operations throughout the changeover would be critical.
- Building a “process-centric” organization that allowed for easier identification of as-is process differences. As members of BP’s Global Process Councils, dedicated global process owners are responsible for identifying and prioritizing process standardization and efficiency opportunities.
- Introducing a global compliance and controls function to manage all facets of business continuity planning, audits, controls, compliance and Sarbanes-Oxley controls testing—a single point of contact that helps reduce duplicate controls, improve compliance and minimize risks.
• Creating resiliency for business continuity purposes across the network. A new location was established in Manila so that less than 50 percent of any process is delivered from a single location. All processes have both a primary and secondary hub to eliminate material cross-training efforts.

• Establishing the foundation for BP’s Global Business Services (GBS) organization to become a high-performing asset for BP. GBS now has accountability to define, own, source and operate global end-to-end procure-to-pay, order-to-cash and record-to-report processes on behalf of the group.

High performance delivered

By transitioning to a sole provider for its outsourced F&A services, BP has realized the following benefits:

Enhanced internal financial controls:
• Simplified and standardized application of control processes.
• Improved data security and compliance management.
• Significantly reduced business continuity risk along with improved business continuity planning and testing.

Improved efficiency:
• Enhanced ability to realize economies of scale.
• Removed duplication of supplier management activities.
• Increased access to process and control improvement opportunities through full visibility of end-to-end processes.
• Improved contract structure allowing investments to be made and returns received by both BP and Accenture, including committed productivity gains over the contract term.

Accelerated journey to BP Global Business Services:
• Improved integration of BP’s captive and outsourced operations to optimize end-to-end service delivery.
• Established the platform for future transformation.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 281,000 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$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is www.accenture.com.