Managed Services
The Future of Process Led Transformation has arrived

High performance. Delivered.

Insight-Driven Value
Chain Management

BPM

Execution Excellence
A Managed Services approach to Process Led Transformation can enable consistent, ongoing process adjustments and optimization throughout an organization.
One such methodology is Process Led Transformation (PLT), a holistic approach to enable competitive advantage through targeted interventions and proactive process management. Process Led Transformation is issue-based, process-led and outcome-driven to diagnose and address enterprise-wide execution issues, and deliver value.

The benefits of PLT are best realized when managed end-to-end in a holistic manner. In many organizations, process transformation initiatives fail due to the absence of a core process organization, staffed with people who possess the right expertise and can drive the transformation. Often, process-improvement is attempted only where problems have become obvious, instead of implemented toward a predefined future end-state. In other cases, a more complete and strategic approach to transformation is in place, but there aren't sufficient capabilities to keep transformed processes on track. To address these issues, a managed services approach enabled by a single provider can be essential to make the transformation a lasting success – efficiently and with low risk.

In today’s complex and ever-changing business landscape, process transformation may no longer be optional. It has become essential for organizations to retain their competitive edge, and those that neglect this opportunity may find themselves at a disadvantage compared to leading-edge firms. To avoid needless losses of time and resources, though, organizations that seek process transformation need a focused approach and methodology.
A Better Approach to Managing Transformation

A services driven model for process transformation typically consists of a set of services for process excellence and ongoing improvement, managed end-to-end by a single provider. The service driven model may also emphasize an overarching process-management approach and strategy, which then becomes the basis for transformation aligned with both short-term exigencies and long-term strategic goals.

In one of Accenture's ongoing engagements, our client – a global technology major – was looking to transform its business model and technology platforms for better market penetration. The customer’s past transformation initiatives had failed to realize value due to poor process governance and lack of process standardization. Accenture set up a process organization offering a range of services to address these issues in a holistic manner. This organization now operates in a Service Request (SR) driven environment and leverages a portfolio of managed services, which includes process modeling and standardization support, process repository maintenance, process governance and publishing services. Hence, the company now has an organization in place that sustains the results of past process transformations and supports new initiatives. The process organization has delivered more than 200 new process models and serviced nearly 1,000 process related requests in the first eight months after its inception. The team also migrated more than 10,000 application elements into a single BPM platform and enabled subsequent standardization.

Accenture’s Managed Services approach focuses on fast and sustainable value realization through strong emphasis on process and operational efficiency, and a close Business Operations-IT alignment throughout the transformation journey. It provides scalability and flexibility of different services in a cost effective manner and identifies and captures synergies between different improvement initiatives.

With its strong expertise and extensive range of PLT services, Accenture furnishes organizations with high-quality, consistent, and lower-cost services. Our extensive array of Managed Services offerings ranges from process definition and modeling to measuring process performance on an ongoing basis to delivering services via the Cloud. (See Figure 1 for details.) Accenture leverages its worldwide network of 5,000 process-aligned practitioners and more than 1,200 Business Process Management (BPM) experts to deliver Managed Services across every region of the world. Our large and globally disbursed workforce enables ease of deployment in engagements and lowers costs by executing significant amounts of managed services from low-cost countries. We have extensive experience in cost-effective process-driven transformation by leveraging managed services capabilities supported by our mature assets and accelerators which can mean faster value realization for our clients.
Case Study: Achieving an 80 Percent Increase in Adoption of Best Practices

Accenture's PLT Managed Services helped a leading oil and gas company to achieve more than an 80 percent increase in adoption of process management best practices and fostered process standardization and consistency across the organization. The client had instituted several process improvement initiatives but due to a lack of process owner support, governance and insufficient resources, it was facing a challenge in terms of inconsistent execution. Accenture set up a centralized managed services capability to consolidate and manage the demand from the client's different business units and functions – providing services such as process design, BPM tool training, process repository maintenance, and lean coaching – collaboration with the company's core process management team.

During the first year, the team has already supported more than 25 internal process-related initiatives, addressed over 1,000 process change requests, virtually doubled the usage of their BPM platform, and more than doubled certification rates for lean coaching.

Figure 1: A Comprehensive Range of Services

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Description</th>
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<tbody>
<tr>
<td>Process Architecture Design and Modeling</td>
<td>Provides process architecture design services and caters to the ongoing need for process definition and modelling.</td>
</tr>
<tr>
<td>BPM Repository Services: Tools and Content</td>
<td>Includes setup, development and maintenance of business process repository and sustaining process repository capabilities in an organization.</td>
</tr>
<tr>
<td>BPM Capability Training and Development</td>
<td>Combines various BPM tools and methodologies to impart BPM training related to process modelling in tools like ARIS, Pega etc.</td>
</tr>
<tr>
<td>Process Monitoring, Reporting and Analysis</td>
<td>Establishing metrics for process performance measurement, measuring process performance on a continuous basis and reporting the behavior of key processes against key performance metrics.</td>
</tr>
<tr>
<td>Lean Six Sigma Virtual Coaching</td>
<td>Emphasizes hands-on experience for continuous improvement (CI) practitioners for applying Lean Six Sigma techniques to their business problems.</td>
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<tr>
<td>Business Process Execution</td>
<td>Technology driven Business Process Execution (BPE) focuses on the software products which can be used for end-to-end process automation.</td>
</tr>
<tr>
<td>BPM Platform as a Service</td>
<td>BPM Platform as a Service (PaaS) is a delivery model for delivering BPM technology services over public or private cloud.</td>
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Accenture’s Unique Approach to Delivering Managed Services

The way Accenture delivers managed services is a key differentiator (see Figure 2).

Accenture’s PLT Managed Services delivery is underpinned by:

1. A hybrid engagement model which combines both onshore and offshore components, which can provide greater cost effectiveness.

2. A rigorous phased approach to mobilization which can enable smooth transition of services to a SLA (Service Level Agreement) driven model.

3. Our multi-tier governance and reporting mechanisms which helps ensure performance measurement and outcomes on a continuous basis.

A phased mobilization of PLT Managed Services – from initiation to stabilization of service delivery culminating in ongoing support for continuous improvement – can enable a seamless setup and transition of service functions with minimal disruption to the customer’s business-as-usual, through each phase of mobilization. (See Figure 3.)

Figure 2: Accenture’s Approach to Delivering Managed Services

Figure 3: Accenture follows a phased mobilization for PLT Managed Services

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2a</th>
<th>Phase 2b</th>
<th>Phase 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobilization of Managed Services</td>
<td>Services Set-up</td>
<td>Services Transition</td>
<td>Stabilization of Services</td>
</tr>
</tbody>
</table>

- Finalize scope and portfolio of services
- Identify team roles and resources for managed services delivery
- Define and agree upon engagement plan
- Define appropriate standards and guidelines
- Finalize governance mechanism and SLAs for key deliverables
- Manage infrastructure set-up at delivery location
- Knowledge transfer for key processes and initiate managed services
- Establish reporting mechanisms and dashboards
- Regular reporting and periodic performance audits
- Review volume of services
- Provide support to on-going process initiatives
Contracting Options:

Accenture offers a variety of commercial models for managed services like pay per use, outcome-driven and fixed price approaches, allowing each contract to match the needs of each particular client, aligning with their strategic goals, level of maturity and history with process transformation.
More and more companies are recognizing that process transformation can be essential to competitiveness in the 21st century. Yet some have seen their transformation efforts fail to pay expected returns, due to a lack of strategic planning, a lack of dedicated staff, or both.

To truly add value, transformation efforts require focus, a proven methodology and process expertise. This is why leading companies are turning to the managed services approach.

Process-Led Transformation (PLT), Accenture’s holistic approach to managed services, can enable an organization to avoid the obstacles of “going it alone” and transforming in response to crises (“putting out fires”). With Accenture’s Managed Services approach to PLT, transformation can be executed by a single provider with wide experience and a deep bench of expertise. If you have recognized the need for ongoing support in conducting and sustaining process transformations, or attempted such a transformation and found that the results did not deliver lasting value as expected, it is probably time to consider all that the managed services approach can achieve.
Mark George


Within the past ten years Mark has architected and supported enterprise transformation initiatives at more than 25 Fortune 1000 organizations. These experiences span myriad industries including Consumer Products, Automobile Manufacturers, Pharmaceuticals, Financial Services, Food and Beverage, Beer and Wine, Telecommunications, Resources, Electronics, Medical Products as well as the U.S. Military. He has also provided support to leading Private Equity Firms and their portfolio.

Based in Dallas, Mark can be reached at mark.o.george@accenture.com

Vikrant Wadhwani

Vikrant Wadhwani is a Principal in Accenture. He is currently the offering lead for Process Led Transformation as a Managed Service. He also leads the Asia Pacific practice for Business Process Management – Lifecycle. He has over 12 years of experience in leading business process re-engineering and transformation initiatives. Since joining Accenture in 2007 Vikrant has worked with clients in Oil and Gas, Technology, Consumer Goods and Financial Services on multiple process transformation initiatives.

He also led Accenture’s BPM Center of Excellence. Prior to joining Accenture, Vikrant worked at American Express as part of their Global Process Re-engineering team, overseeing global initiatives in their Card, Insurance and Travel businesses.

Based in Gurgaon, Vikrant can be reached at vikrant.wadhwani@accenture.com
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.