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Business Process Outsourcing
Accenture Learning
BPO Services

Helping talent-powered organizations
drive growth, efficiency and high
performance through learning

• Consulting • Technology • Outsourcing



With its learning BPO services offering, Accenture helps its clients in the private and public sector create a talent-powered organization—one with distinctive workforce capabilities that can drive market differentiation, sustainable competitive advantage and high performance.

The challenges of a talent-powered world

Today, in boardrooms around the globe, executives' attention will turn to the business opportunities and challenges their organizations face. The conversation may focus on competition and the health of the global economy; how customers can be more effectively served and retained; the need to become more cost efficient; or the importance of creating profitable new products and services.

Yet according to an annual Accenture survey of C-level executives, the issue that has increased the most in importance over the past three years is the challenge of attracting, developing and retaining the best workforce talent. It's a talent-powered world out there and organizations in every industry are looking for ways to drive high performance and create sustainable advantage by attracting, developing and retaining the best people.

Market forces and demographic changes are making the talent challenge even tougher. In much of the industrialized world, the average age of the workforce is steadily rising and higher percentages of workers than ever before are approaching retirement. Productive workers, and the knowledge and experience they hold in their heads, are about to walk out the door for good.

In addition, companies now compete in a global arena for top talent; talent may appear to be abundant globally, yet hard to find locally. The rising demand for new skills requires a continuous supply of qualified, well-educated workers. Many mature industries find it harder than ever to attract younger employees.

And then there is the work itself: More complex, more varied and based on a sometimes bewildering explosion of information and technologies that must be understood if customers are

to be served effectively. The global work environment often means that diverse teams must coordinate activities across multiple time zones—with work being handed off in a “follow the sun” manner. That's easier said than done. A global strategy is one thing; effectively managing a global workforce is another. In fact, the executives who participated in the Accenture survey are acutely aware that creating a truly global workforce is one of the biggest risks of operating in today's multi-polar world: more than half expressed concern about their ability to create and maintain a common culture.



Meeting today's challenges through enterprise learning

The enterprise learning function operates at an especially important leverage point in the entire talent management cycle. In an ever-changing world, enterprise learning can develop workforces with the capabilities and skills necessary to propel their organizations toward distinctive competitive advantage and high performance. In industries where rapid introduction of new products and services has made the work and information environment excessively complex, learning methods and tools can be the difference between holding onto customers through excellent service or losing them forever. Where competition for top talent is especially fierce, learning opportunities can be the deciding factor in an employee's decision to sign on, and then stay, with a company.

From a global perspective, education and learning are now critical elements in driving the competitiveness of companies, and even of entire nations and regions of the world. Natural resources, communications and technology infrastructure, access to health care—all these are critical enablers to achieving economic power. But in the long run (and maybe even in the short run) companies, nations and regions with better skilled and educated people have a distinct edge.



Why high performers look to learning outsourcing solutions

Add it all up, and today's enterprise learning and broader talent management agendas are stretching most internal learning organizations beyond capacity. Training departments are challenged to keep pace with the rate of business and technology change, and the rising demand for effective, efficient and innovative employee capability development.

Today's board-level executives want to know more than just how much money you're saving in your training department. They want to know how enterprise learning is helping the workforce execute strategy, serve customers, innovate and drive measurable business results. Enterprise learning is no longer simply a cost of doing business.

It is a vital strategic driver of market differentiation and high performance.

With that mindset focused on measurable results, executives are increasingly asking whether they have the internal resources to leverage today's most innovative learning applications, methods and technologies to drive business strategy at the speed and scale necessary to compete.

Outsourcing has become a vital tool for high-performance businesses looking to create a 21st-century learning organization. Outsourcing can support an approach to developing talent that is both innovative and cost effective—one focused simultaneously on the development of each individual employee while also being globally

scalable and measured relentlessly based on how it specifically improves the performance of critical workforces and, in turn, the enterprise itself.

Integrated learning outsourcing solutions from Accenture to drive high performance at scale

For organizations looking for a strategic outsourcing collaborator to help them achieve greater business results through enterprise learning and talent development, Accenture provides proven, integrated and comprehensive outsourcing services. Supported by innovative learning solutions, leading-edge technologies and an impressive global delivery network, Accenture helps clients execute strategy more effectively, improve employee productivity, reduce costs and create more enterprise value from learning.

Accenture Learning BPO Services is an integrated, end-to-end service offering that provides scalable, proven and cost-effective learning and talent management solutions aligned with business strategy and designed to produce measurable improvements in business performance. By tapping into Accenture's deep learning capabilities on an outsourced basis, organizations can drive better performance in their

learning function, while enabling their executive teams to focus more effectively on their organization's core competencies and key strategies.

Creating efficiencies of scale is one important benefit of working with Accenture. Leveraging a shared services model and a global delivery network, Accenture helps organizations create a more nimble and cost-effective learning function. Even more important, however, Accenture helps companies and government agencies create a talent-powered organization with distinctive workforce capabilities that can drive market differentiation and sustainable advantage.

Accenture offers proven learning solutions and outsourcing services across the range of enterprise learning processes and activities—from strategy and planning, to content design and development, to cost-effective delivery, to administration, to the application of today's most innovative technologies,

to proprietary methods and processes to keep learning investments aligned with business needs and results.

With a broad and deep talent management perspective, Accenture also offers consulting experience, providing guidance with workforce and talent strategy, establishing innovative capabilities and workforce development programs, and deepening related talent management capabilities such as career planning, performance management and rewards.

Accenture developed and delivered the first end-to-end learning outsourcing arrangement in the industry and has continued to define the learning outsourcing marketplace since that time. Acknowledged as a market leader by industry analysts and experts in the learning and talent management fields, Accenture offers a rich package of outsourcing, consulting and technology solutions capable of creating a talent-powered organization.



Outsourcing and the talent-powered organization: Setting the bar higher



The most recent Accenture High-Performance Workforce Study, part of Accenture's comprehensive and ongoing High Performance Business research, points to a low level of executive satisfaction with the performance of the learning, HR and talent management function. Only 11 percent of respondents (more than 250 senior executives across six countries) say they are very satisfied with the performance of their HR function, and just 10 percent indicate they are very satisfied with the learning function. Only 14 percent of C-level executives report that the overall skill level of their organization's workforce is industry-leading.

Outsourcing is an increasingly attractive option for such executives, whose organizations are looking to create a "talent-powered organization"—one that invests in building distinctive capabilities to deliver game-changing learning solutions and that manages talent to produce extraordinary and long-lasting results.

Today, in fact, executives looking to outsource all or part of the learning function are becoming more sophisticated and demanding in their approaches. At most organizations, enterprise learning is typically under-utilized as a source of competitive advantage—in part because HR and learning executives have had insufficient visibility into the business, and in part because learning investments have not been sufficiently tracked and measured. As a result, learning investments tend to be inadequately aligned with business goals and are scattered among many departments—providing inadequate accountability or visibility to total learning investment, or its return.

Cost takeout through an outsourcing strategy was a sound first move for companies looking for increased rigor and control in running the learning function more like a business. But once an organization has achieved those reductions, then what?

With ever more pressing business challenges related to workforce talent—complex work environments, dispersed workforces, delivering high-quality customer experiences, and potential workforce and capability shortages—executives in talent-powered organizations have now set the bar higher when it comes to learning outsourcing.

With the Accenture Learning BPO Services offering, companies can develop and deliver at speed the augmented learning and talent management capabilities that help them achieve more strategic goals—supporting a changing business model or a major new business initiative that requires a transformed and scalable learning function. For organizations looking to achieve high performance through learning outsourcing, Accenture offers a compelling collection of assets and deeply skilled professional resources.

Measurable benefits

Accenture has a demonstrated track record in delivering measurable improvements in business performance through learning BPO. Representative results we have delivered for our clients include:

Improved revenue

- A Web-based learning solution for service representatives increased sales conversions by 102 percent compared to a control group.
- A learning program for pre-sales and systems engineers increased revenues for the group by 35 percent in six months.
- A new Web-based learning program generated a new revenue stream of US \$2.3 million in the first 18 months.

Increased productivity

- A new learning program for account professionals prepared them to sell new services in three weeks, compared with 12 weeks with the prior learning program.
- An innovative learning program increased confidence among call center staff by 23 percent.
- An enterprise learning outsourcing program reduced time to proficiency for new hires in a customer service organization by 33 percent while reducing classroom time by 13 percent.

Profit growth

- A learning outsourcing program helped call center staff increase value per sale by three percent.
- A new, leading-edge learning initiative helped a major telecommunications company improve customer satisfaction by 16 percent.

- A Web-based learning program for a major insurance company increased compliance among call center staff by nine percent.

Cost reduction

- Typical savings realized by Accenture clients from a learning outsourcing arrangement are in the 15 percent to 30 percent range. These savings are achieved through an industrialized approach to delivering efficiencies in back-office training administration, design and delivery.
- For a major telecommunications company, Accenture reduced the cost to deliver Health, Safety and Environment training from 90 percent of total learning budget to 35 percent, allowing funding to be redirected to other strategic learning initiatives.

Driving high performance with end-to-end learning outsourcing for Telstra

At Telstra, Australia's leading telecommunications and information services company, a transformational business strategy was put in place to increase revenues and strengthen the company's market position by providing new, integrated services targeted to business and consumer segments. Telstra's executive team were committed to developing the workforce skills needed to achieve high performance through this strategy and backed up that commitment with a significant investment (A\$200 million/US\$188 million).

The Telstra Learning Academy, delivered through an outsourcing arrangement with Accenture, is the outcome of that investment. Programs delivered through the Academy cover field technical, network operations, construction, engineering, IT, product management, billing and procurement staff. According to Telstra Chief Operations Officer Greg Winn, "Telstra wants a world-

class workforce equipped to offer a differentiated customer experience as products and customer needs evolve."

Specific learning programs targeted to build next-generation technology skills, along with a certification process, are now supporting more consistent skill development throughout Telstra's most important workforces, and are supporting the achievement of clearly defined business goals.

Over time, Telstra intends to migrate its predominantly instructor-led training model to a blended program including more self-paced Web-based learning to enable broader and more efficient delivery of learning to the company's dispersed workforces. Additionally, new and innovative learning technologies such as virtual instructor-led training and podcasting will be blended into the learning model.

Working with Accenture, Telstra leadership is looking to the Learning

Academy to help them drive high performance in several ways, such as higher customer satisfaction, improved productivity of the workforce and quality of work, increased job satisfaction and cost reductions. The fact that the Learning Academy started operating at full capacity one month earlier than originally planned certainly reinforced the conviction of Telstra management that the outsourcing decision represented a positive direction for Telstra.

Delivering high performance and creating shareholder value through learning

In addition to quantitative results, Accenture clients also realize important qualitative benefits:

Learning that generates value from a broader talent management perspective

Employee development and learning must be planned and executed with the knowledge that these activities are part of a larger talent management lifecycle that includes defining and deploying talent, developing workforce capabilities, measuring and managing performance and then retaining top talent. Accenture is an acknowledged market leader across the spectrum of talent management capabilities, as well as the related disciplines of leadership, change management, HR and workforce strategy.

Greater centralization and control

Learning outsourcing gives companies more control over both learning outcomes and learning spend. For many large multinationals, learning has evolved within a distributed model where different geographies have operated with a fair degree of autonomy. Each division may have its own Learning Management System, its own suppliers and its own content providers. Outsourcing is a way to gain broader visibility into spending, to identify and execute opportunities for rationalization, and then to manage spending more effectively through better vendor management.

More consistency

Consistency in learning is one key benefit of a good outsourcing arrangement. Especially in areas where certification of skills is necessary, outsourcing can provide

more consistent skill development throughout an organization's most important workforces, supporting the achievement of clearly defined business goals.

Scalability

Scalability is another advantage of learning outsourcing. If a sales improvement course, for example, delivers positive business results in one part of the world, a global outsourcing arrangement lets an organization more easily deploy the learning program in other parts of the world. An off-the-shelf Learning Management System may be sufficient for a limited deployment. However, if a learning or HR executive is looking to support tens of thousands of employees in many different locations, few platforms can sustain that level of learner support.

Access to innovation and expertise

Access to broad and deep knowledge about advanced learning solutions is a key benefit of an outsourcing relationship with Accenture. Outsourcing can be the opportunity for innovation in the manner in which learning and knowledge management makes an impact on business performance. Indeed, veteran outsourcers are finding that the best outsourcing providers do more than provide efficient development and delivery "factories"; they also become the source of new ideas and innovations.

Integrated, end-to-end learning outsourcing services from Accenture

For organizations seeking to reinvent their talent management capabilities through a strategic outsourcing collaboration focused on the learning organization, Accenture offers distinctive assets and resources across the full range of learning outsourcing activities (see Figure 1).

Planning and Alignment

Based on an organization's business and talent strategy, Accenture helps its clients devise and execute a learning strategy tied to business needs and strategic objectives. We then work closely with clients to plan, design and manage the curriculum required to execute the learning strategy, always keeping in mind an organization's budget and priorities.

Accenture research into high-performance learning organizations found that alignment of learning with business needs, and then measurement of the business impact of learning, are the biggest challenges for today's learning executives. A proprietary service from Accenture, called "Business Interlock," helps our clients meet these challenges.

Business Interlock is a process and system of governance that aligns an organization's learning strategy and delivery with business objectives—ensuring that learning initiatives and business outcomes are "locked in," helping the learning function invest in workforce enablement programs that are continuously focused on the right business results. Business Interlock adds value at three levels:

- Operational excellence and alignment: Planning and managing

learning in a way that optimizes learning's impact within an environment of limited resources. Analytic capabilities also generate important business insights from learning data that can support continuous improvement.

- Innovation: Identifying and generating innovations in learning development and in operations. Learning innovations can include advanced technology-based solutions as well as new learning approaches and curriculum designs.
- Measurement: Identifying and tracking the key performance indicators that demonstrate the impact of learning on the business. Our business measurement framework provides a robust and scalable method, supported by an advanced technology platform, for assessing the business results generated from learning investments.

Business Interlock is playing an especially important role at Telstra, Australia's leading telecommunications and information services company. (For more, see story on page 10.) As part of Telstra's outsourcing arrangement with Accenture to create the Telstra Learning Academy, the project team implemented Business Interlock. This innovative alignment and measurement program helped establish governance structures and processes to align learning in an ongoing and systematic fashion with Telstra's business, and then measure the results of the company's learning investments.

The Telstra and Accenture teams work together to develop an annual learning plan identifying mission-critical workforces and prioritizing training across the business based on strategic needs and the required impact on business performance. Specific learning programs targeted to build next-generation technology skills, along with a certification process, will support consistent skill development throughout its workforce in support of business goals and achieving high performance.

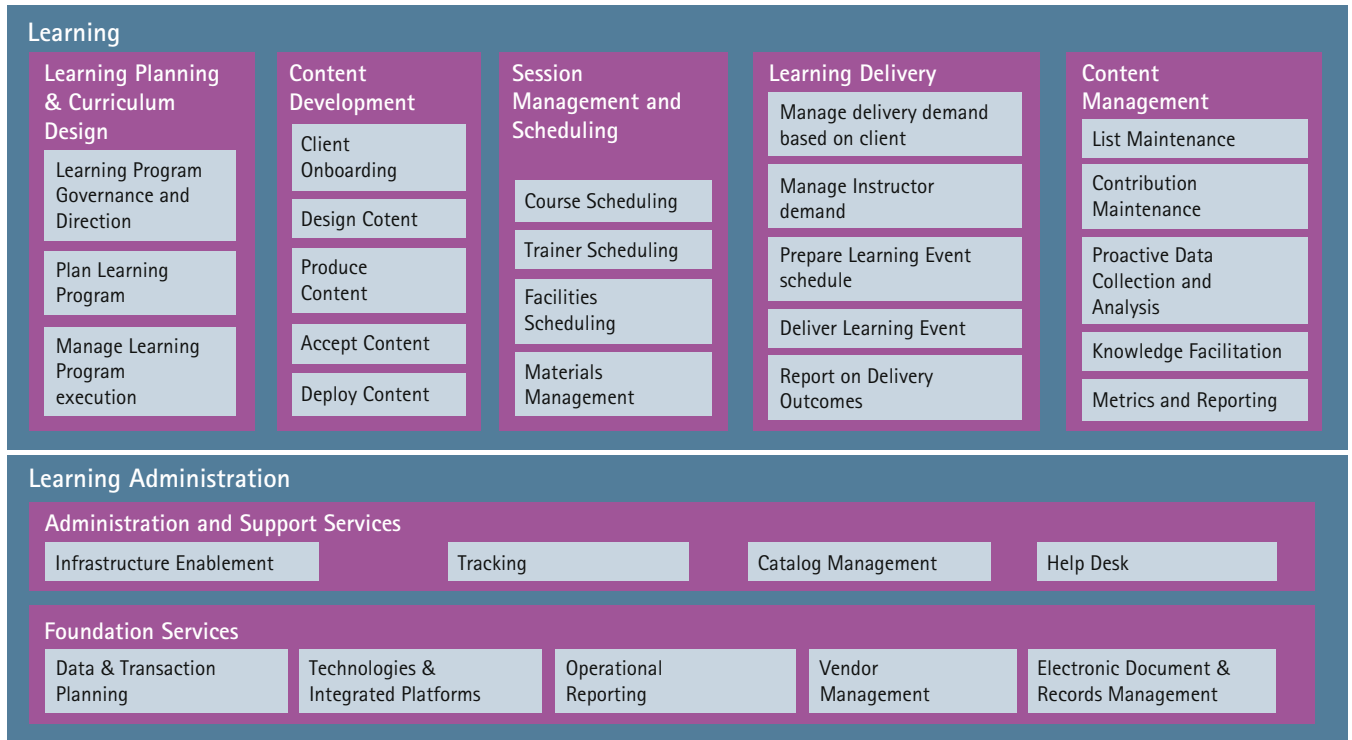
Content Design and Development

Accenture offers advanced methods and assets to build, buy and reuse innovative, relevant and effective learning content. We offer an all-inclusive package of content design and development services, including: planning, design, content and assessment development, certification and competency development and maintenance, course conversion and migration, content maintenance, translation and localization. Additionally, we enrich the curriculum by complementing existing offerings with an extensive library of market-leading courses at competitive prices by leveraging our third-party vendor relationships.

One of Accenture's key differentiators is our ability to leverage our network of onshore, offshore and near-shore Content Development Centers of Excellence. Our centers are staffed with skilled instructional designers and content developers across all types of learning mediums—virtual instructor-led training (vILT), Web- and computer-based training,

Figure 1

Accenture provides proven, integrated and comprehensive learning outsourcing services.



performance simulation, as well as traditional delivery methods including paper-based courses and classroom/ instructor-led training (ILT).

Accenture's deep industry knowledge, global experience and focus on innovation enables us to bring subject-matter understanding to our clients whenever needed. Our knowledge can be used to offer external perspectives and leading practices in the development of content or to supplement subject expertise when it is not available internally at our clients.

For example, Accenture is currently working with a major US-based financial services company on a multi-year outsourcing agreement. Accenture has assumed responsibility for a wide range of learning activities and processes, including content development for Web-based learning and classroom channels,

content delivery for the Web-based channel, learning administration and reporting, hosting of e-learning courses, help desk and operations management. The new learning services are targeted at more than 18,000 learners across all workforces, focusing primarily on customer service and collections representatives.

Thanks to this outsourcing arrangement with Accenture, the company has driven toward high performance in several measurable ways. A learning program for new hires has improved employee productivity. Compared with the previous new-hire training, Accenture's program has resulted in an 11 percent reduction in average handle time for inbound calls. The new-hire training program for the collections workforce has demonstrated significant percentage increases in collections, which will

translate into millions of dollars in additional cash flow for the company.

Classroom time for a key new-hire program has been reduced by 13 percent, while the effectiveness of the learning program has improved, as seen in a 33 percent reduction in time to proficiency for new hires. The reengineering of the company's compliance learning programs has lowered training times by 50 percent to 60 percent, and testing has verified that the new learning approach has increased retention among the workforce.

Delivery

Accenture is a leader in providing innovative, reliable and results-oriented learning delivery. Our comprehensive delivery services include important areas such as demand planning and capacity management, as well as session management, scheduling, learner

eligibility and enrollment. We also attend to the details of facilities management, and equipment and technology support.

Consistent, high-quality instruction is another important benefit of working with Accenture. We provide a full range of services in support of instructor capability development, including procuring, training and certification, and then monitoring and quality assurance. Our Accenture Instructor Excellence program provides a comprehensive method for development and certification of instructors.

Equally impressive is our commitment to continuous innovation in learning delivery. Accenture is helping to pioneer advanced learning solutions involving Web-based training, virtual seminars and classroom teaching, as well as leading-edge programs using technologies such as performance simulation. Our innovative learning solutions have been acknowledged with numerous awards from leading organizations including Chief Learning Officer magazine, Bersin & Associates and Brandon-Hall.

Blended learning—involving an effective and cost-efficient mix of classroom and electronic learning—is also an area where Accenture continues to be a leader. For example, for a major North American financial services company, Accenture is developing a new-hire training program that is developing higher-performing employees at a faster pace by incorporating elements of instructor-led learning with virtual and Web-based programs.

Accenture can deliver comprehensive outsourced learning solutions rapidly thanks to our global network of delivery, content development and customer support centers—including patented learning processes and technologies that help clients rapidly scale and deliver a full spectrum of learning content.

High-tech company Citrix chose Accenture to help create an on-demand, electronically delivered model for its product training. Citrix was looking to expand the scope and reach of its customer education programs to take advantage of new revenue opportunities. Based on this work with Accenture, the company has increased its course product offerings from 17 to 85, a 500 percent increase. More than 30,000 global users have participated in 112,000 Citrix Web-based learning courses offered in five languages.

The company has advanced toward high performance in several ways. Citrix realized a new revenue stream of \$2.3 million from its Web-based learning program during the first 18 months of the outsourcing arrangement. The company has also increased its speed to develop and deliver learning programs in support of new product releases. According to Al Monserrat, the Citrix vice president and general manager for North America, "By working with Accenture, we have been able to significantly boost the return on our investment in training."

Administration and Support Services

Accenture's Learning Administration capabilities are supported by a comprehensive, fully-integrated and entirely Web-based infrastructure with a modular, plug-in architecture. The Accenture Learning Management System has been deployed in nine languages and provides global access to learner records, course descriptions, registration and assessments. Accenture also offers important learning support services such as tracking, catalog management and help desk.

We provide industry-leading administration and learning management by leveraging a shared services model via support centers in

the United States, Europe and India that provide global, regionalized support with international and multi-lingual capabilities.

The Accenture organization uses the global infrastructure created by Accenture Learning BPO Services for its own internal learning program. This infrastructure has given Accenture the ability to support both large-scale learning programs offered at specific points in time, as well as continuous, anytime learning. Virtual classes have allowed Accenture to provide an effective and highly interactive way to support continuous learning through seminars and workshops.

Accenture's global learning management system, which the company calls "myLearning," provides:

- Intuitive access to comprehensive information resources that enable Accenture professionals to be effective consumers of enterprise learning programs based on both the company's and the individual's needs.
- Common, standardized delivery platforms for distributed education to reach Accenture employees wherever they work, to minimize delivery costs and to allow different parts of the global organization to focus on education content instead of technical delivery.
- Common, consistent feedback about all learning assets which helps Accenture proactively manage the quality of the content delivered to its employees.
- Comprehensive reporting to improve management decision making and better align the overall education investment with business needs.

Why Accenture for learning BPO services?

Accenture is recognized as a leader in learning BPO for our innovative, comprehensive, end-to-end learning services. Here are some of the reasons why Accenture enjoys such a reputation:

A proven track record of successful learning BPO delivery

- With global HR and learning outsourcing services across nearly 50 clients, Accenture has delivered proven results for clients across multiple industries, measured in both operational efficiencies and business impact.
- Accenture delivers HR and learning outsourcing services to nearly 1.5M people in approximately 100 countries.

Deeply-skilled and experienced professionals

- More than 7,500 learning, HR and talent management professionals offering extensive and proven skills in consulting, technology and outsourcing on a global basis.
- Accenture clients benefit from a powerful combination of an experienced learning outsourcing team, complemented by consulting professionals from the Accenture Talent & Organization Performance line. This network of deeply-skilled talent management practitioners has extensive experience across a range of talent, organization, human resources, learning and change management capabilities.

- A network of experienced instructors and access to thousands of additional instructors through our global education service providers.
- A culture that is results-driven, flexible and responsive to clients' needs.

Global scale and reach

- Five learning call centers offering 24x7 support
- Eight global content development centers
- A global Learning Management System solution deployed in nine languages
- More than 20,000 courses

Commitment to operational excellence

- The Accenture Global Delivery Network enables industrial-strength solutions that leverage common assets, tools and people, resulting in greater cost savings and efficiencies, optimized labor rates, lower risks and proven knowledge transfer and transition. This delivery network provides the depth and breadth of resources needed to rapidly source, develop and deliver content on a global scale.
- Our global network of Content Development Centers of Excellence leverage processes and leading technology to produce a full spectrum of high-quality learning content. Accenture helps clients achieve optimum pricing, quality and service from select third-party content providers.

Innovation and market leadership

- #1 Outsourcing Provider, Global Outsourcing 100, International Association of Outsourcing Professionals (IAOP), 2008, 2009, 2010
- More than 70 patents for innovative learning solutions such as performance simulation and virtual coach.
- Selected seven years to "Top 20 Companies in the Training Outsourcing Industry" by Training Industry, Inc.
- Award-winning learning solutions, recognized by the International Association of Outsourcing Professionals, *Chief Learning Officer* magazine, Bersin & Associates, and the Outsourcing Center.
- Launched the Accenture Learning BPO Services Innovation Forum, a collaborative network of learning and business leaders who are working together to expand the boundaries and impact of enterprise learning. The Forum has helped to advance leading thinking and practice in enterprise learning.
- Accenture's High Performance Business Research, acknowledged by *Harvard Business Review* as one of the 10 most notable initiatives in the field during the past quarter century, provides a broad research and knowledge base to guide the application of our advanced learning and HR solutions.

Contact us

To learn more about how you can achieve high performance through advanced learning BPO services from Accenture, visit us at www.accenture.com/learningBPO.

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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.

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