Accenture's BPO Story
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Introduction

There’s no denying what the value of Business Process Outsourcing (BPO) can do for business. But what’s as important as making the decision to use BPO is choosing which partner to collaborate with. Accenture offers clients a value-driven approach to BPO, which means that we provide services well beyond lowering costs. We inject innovative, market-shaping industry insights that elevate our clients’ performance.

In consistency with the overall business strategy and increased demand for outsourcing services, Accenture’s global outsourcing practice has grown significantly in the last 20 years. Our BPO story started many years ago and in that time we have been able to evolve and perfect our BPO services. But one thing has remained the same from the beginning—Accenture has always been at the heart of client success and played an important role in driving BPO transformation. In fact, we are the first in the industry to build each key service around a leading customer. We have added value to companies all over the world, helping to control costs, reduce risk, and increase transparency.

We offer the broadest range of BPO services in the world underpinned by operational excellence and cost-effectiveness.

A wide range of service offerings has made it easy for Accenture to provide end-to-end services in the horizontal as well as vertical (industry-specific) BPO.

Accenture’s transformational outsourcing services include creating alignment between clients’ business processes and their overall corporate performance, creating greater synergy between corporate strategy and execution.

We have worked globally to deliver high performance across all sectors of the retail industry from apparel and grocery to drug stores and home improvement.

• Accenture Retail works with hundreds of retailers around the world, including nine of the top 10 global retailers.
• More than 10,000 professionals globally work with our retail clients.
• We combine the best talent from the retail industry with highly skilled consulting, technology and outsourcing professionals to deliver high performance.
The key Accenture BPO service offerings include:

- Industry Horizontal
- Bundled Outsourcing
- Insurance BPO
- Health Admin. BPO
- F&A BPO
- HR BPO
- Learning BPO
- Procurement BPO
- Supply Chain BPO
- Engineering BPO
- Industry-Specific BPO
- Utilities BPO
Outsourcing Portfolio

Bundled Outsourcing

IT Outsourcing Services

Application Outsourcing

Infrastructure Outsourcing

Cross-Industry BPO

Finance and Accounting BPO

HR BPO

Learning BPO

Procurement BPO

Customer Contact BPO

Supply Chain BPO

Engineering BPO

Marketing and Commercial BPO

Industry-specific and Custom BPO

Navitaire

Utilities BPO

Insurance BPO

Health Administration BPO

Industry BPO

Pharma BPO
Accenture serves over 2,100 clients from more than 50 facilities, in 38 languages, 45 countries and 17 offerings and supplies one of the only true global service delivery models for BPO with over 36,000 resources worldwide.
We provide business process services that transform our clients’ businesses and deliver higher levels of performance and results, as well as lower costs.

Our expertise and partnership help retail companies overcome industry challenges, achieve and exceed business objectives, and drive sustainable growth.

To get the best results for your business, you need the best partner. Accenture has consistently been recognized for our outsourcing services as the best outsourcing provider:
• Ranked No. 1 in the International Association of Outsourcing Professionals’ (IAOP) Global Outsourcing 100 list of the world’s top outsourcing service providers for the fourth year in a row
• Won Best Global Services and Best Business Transformation in the 2011 Outsourcing Excellence Awards

Accenture is a leader in Business Process Outsourcing (BPO):
• 20 years’ experience in BPO
• 350+ BPO clients
• 150 countries serving client operations
• 50+ delivery locations
• 38 languages supported
• 38,500 BPO professionals

Each chapter of this book will allow you to dive deeper into the world of Accenture BPO with five specific client stories where Accenture has successfully implemented BPO across a variety of key functional areas and industries. We have the experience, people, and capabilities to make your BPO vision a successful reality. Let us help bring the value of BPO to your business.
The F&A BPO Story

Accenture offers customized delivery, management and continuous improvement of financial processes to transform the finance function, reduce costs and deliver additional business value to our customers. Accenture is positioned in the leaders’ quadrant of Gartner’s “Magic Quadrant for Comprehensive Finance and Accounting BPO” and has more than 9,000 people providing services to clients in more than 150 countries and in 38 different languages.

With extensive experience, research-based knowledge, and the skills of thousands of professionals across our Global Delivery Network, Accenture has a demonstrated ability and track record of delivering measurable improvements in business performance through Finance and Accounting (F&A) BPO.

Accenture currently provides F&A BPO services in multiple languages to more than 70 clients with operations in 150 countries. Our capabilities span a full suite of services covering the entire finance value chain. With integrated consulting services, we not only deliver core services effectively and efficiently but also help drive continuous improvement in the finance organizations.

Accenture’s distinctive advantage as a provider of F&A BPO services is in the ability to help companies cover core services, supporting functions and services for the retained function.

Accenture’s F&A BPO has an impressive global presence. Having created the first-ever global scope and scale in F&A BPO, Accenture can be cited as the market leader in this area with diverse clientele and a variety of solutions. With Accenture’s expertise in routine accounting, controllership tasks to high-end financial planning, forecasting and analysis, we provide services to more than 150 countries in 38 different languages.
### Comprehensive BPO Services from Accenture

#### Order-to-Cash Analytics
- Authorize and Manage Credit
- Perform Revenue Assurance Activities

#### Order Management and Billing
- Manage Sales Orders
- Manage Customer Requests and Inquiries
- Manage Customer Billing

#### Order-to-Cash Collections and Accounts Receivable
- Manage and Process Collections and Disputes
- Maintain Customer Master Data
- Manage and Process Deductions
- Maintain A/R Ledger and Apply Cash

#### Procure-to-Pay
- Third Party and Intercompany Invoices/Credits
- Travel and Expense Claims
- Payments and Remittances
- Vendor Master Data Maintenance and Banking
- Support Center (BSS)
- Receipt and Scanning (BSS EDM)

#### Asset and Transactional Processing
- Intercompany
- Fixed Assets
- Master Data Maintenance
- Cash Management and Banking

#### Period Close and Data Integrity
- General Ledger Reconciliations
- Period Close and Consolidations

#### Financial and Government Reporting
- Financial Reporting
- Management Reporting
- Regulatory Reporting
- Tax Reporting

#### Change Management

#### Technology Enablement

#### Management Operating System

#### Services for Retained Function: Finance Strategy, Organization Design, Skills and Competency
Why outsource some or all of your finance and accounting processes? Based on our research and experience working with Global 1000 companies as a provider of outsourced finance services, we ensure that companies can expect benefits of F&A BPO and more including:

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<th>Key drivers</th>
<th>How realized through BPO?</th>
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| Reducing Costs | - Consolidation benefits  
  - Economies of scale: labor, management, infrastructure and technology  
  - Rightsizing, organization and management de-layering  
  - Scale benefits from service provider’s ongoing investments in infrastructure, technology, organization and best practices shared across a portfolio of clients  
  - Efficiency improvement through standardization, reengineering, automation  
  - Lower cost locations: Reduced labor and infrastructure costs |
| Improving Service Quality and Customer Service | - Clearly defined service expectations (service level agreements)  
  - Granular performance and cost visibility (KPIs and performance reporting)  
  - Development of powerful service culture and systematic customer relationship management |
| Improving Controls | - Move from fragmented operations to a consolidated setup enables implementation of a consistent, standardized controls environment  
  - Focus on process documentation and controls |
| Better Supporting/Enabling Business Strategy | - Change at speed, through established infrastructure and change capability  
  - Focus retained finance on decision support/high value-added activities  
  - Enable transformation to a standard process/system business architecture  
  - Enable transformation from country based to regional or product business model  
  - Move from fixed cost structure to variable cost structure  
  - Improved consistency and transparency of management information  
  - Establishment of partnership with access to wider expertise and further services |
Facts about Accenture’s F&A services:
• Process more than 20 million Account Processing (AP) invoices per year with a combined invoice value of more than $200 billion
• Process more than two million Time and Expense (T&E) reports per year with a value of more than $1 billion
• Process more than 30 million Accounts Receivable (AR) invoices per year with a combined invoice value of over $100 billion
• Collect more than $70 billion cash per year across more than 600,000 customers in over 150 countries
• Process more than 130,000 fixed asset amendments per year
• Process more than 70,000 balance sheet account reconciliations per calendar month
• Reconcile more than 5,000 bank accounts monthly

Accenture’s clients represent publicly traded global corporations with combined individual revenues of more than $1.3 billion. From a diverse range of clientele, Accenture’s clients are featured in the Fortune Global 500 list—some included in the top 100.

Following are the business cases of a leading global oil and gas company that has outsourced its accounts payable activities along with other tasks to Accenture. The solution provided is a blend of strategic sourcing, a central repository of data and information, and optimal utilization of resources.
Our Experience and Client Base

**No. of Clients**

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**Key Milestones and Investments**

- **Local single-client customized operations**
- **In-country multi-client centers**
- **Offshore regional multi-client centers**
- **Global network of multi-client centers**
- **Highly leveraged, industrialized network**

Sample of Finance BPO current clients

- bp
- DHL
- Talisman Energy
- Britannia
- Thomas Cook
- Rhodia
- Delta
- Volvo
- Wyeth
- UTC Fire & Security
- SAS Group
- Diageo
- L’Oréal
- Canon
- Microsoft
- Google
- Huawei
- Huawei
- Fuji
- Siemens
- De Beers
- Statoil
- Winchett
Background

This client is one of the world’s leading international oil and gas companies, providing fuel for transportation, energy for heat and light, and retail services and petrochemicals products. Being one of the major integrated oil and gas companies on December 31, 2010, the company has a market capitalization worth $138.4 billion, whereas its turnover is over $297 million. With approximately, 79,700 employees, the company has almost $308 billion in revenue.

This organization has 18.1 billion barrels of oil equivalent as proved reserves and 22,100 service stations. With 16 refineries and exploration and production active across 29 countries, the refining throughput is approximately 2,426 barrels per day.
The Business Challenge

Challenge 1:
The company had acquired a few other companies, and the Refining and Marketing (RM) United States business grew rapidly through these acquisitions. As a result of these acquisitions, multiple ERP and Legacy systems were being used for the day-to-day activities. This made the close process very complex. The monthly close process used to take 11 working days (WD) to close books, which was a long time span. The company needed to accelerate this close process which had become a bottleneck for the business activities. It required a process to make the end-to-end process smoother and efficient.

Challenge 2:
In addition, in one of their businesses, the organization wasn’t using an invoicing tool in their accounts payable process for creating, maintaining, and managing its invoices-related tasks. Therefore, it had many hurdles. The then-existing accounts payable process was completely manual and required approximately 17 trackers to be referred to for data collation, which was a difficult and a time-consuming activity.

In addition, the resolution mailings that needed to be sent for invoices requiring further information from the business or procurement section were difficult to track. These needed to be sent on a daily basis and increased the number of problematic invoices (PI) tremendously within the organization. It was impacting the business significantly.

Both these issues were proving to be bottlenecks in achieving higher results in terms of profitability as well as resource utilization.
Some unique facts about these solutions:
• Due to the acquisition and their various ERP and Legacy systems, the company was closing the book of accounts by WD11. This was extremely challenging to reduce the time and integrate multiple systems. This was addressed successfully.
• The focused analysis helped identify the key drivers causing the delay in operations, such as scheduling and tracking of activities. A web-based tool capturing all the activities and status online was provided, which was developed for the first time by Accenture.
• It provided a central repository of information which is now the cornerstone of the organization’s close process. It reduced the close call time from an hour to 10 minutes and overall month end close from 11WD to 6WD.
• The first and longest running F&A outsourcing arrangement, it developed a multi-client center that was migrated to a common SAP platform smoothly
• We received a CSAT perfect score of seven from the business unit for resolving their accounts payable issue
The Impact

Challenge 1:
For the RM issue, Accenture developed the portal, World Class Close (WCC), that listed all the close activities in a chronological order. In addition, the users would get a real-time status of their corresponding close-related activity. The personnel responsible for closure were required to update the status on completion as opposed to unclear responsibility and escalation matrices in the earlier procedure.

Overall, this implementation resulted in creating a repository of all escalation matrices, policies, and procedures on the portal. In addition, it provided an online password-protected sign-off on financials by controllers. Due to all these features, the close cycle time reduced by 45 percent and the close reduced from 11WD to 6WD.

Challenge 2:
As a result of implementing the PI tool solution, the problematic invoices reduced by 88 percent, and 85 percent reduction in aging greater than 30 days was achieved. The average resolution time was reduced from 52 days to 24 days, and helpdesk cases reduced from 200 to 30.

Below is a graphical representation of the positive impact of the PI tool solution on the problematic invoices count.

As a result of these solutions, Accenture's collaboration with the company has grown multifold over the years.

The company and Accenture began their BPO relationship in 1991, and it has been growing and evolving with extended contracts. Accenture has been providing continued solutions that cater to the organization's requirements and beyond with currently 576 FTE across all delivery centers.
“Accenture understands what our objectives are, and they do a very good job of aligning their objectives with us. I don't think it would have been possible to manage costs as we have and to grow simultaneously without the assistance of an outsourcing provider.”
—The Client Accounting Service Manager
The Procurement BPO Story

Using deep sourcing expertise and an industrialized global delivery model, Accenture works with retailers to drive out cost in procurement and procurement processes. Accenture processes more than 18 million purchase orders/invoices annually, manages more than 31,000 suppliers and transacts more than $38 billion annually.

Accenture offers a unique set of tools to help business and government entities achieve high performance in their procurement organizations, gain maximum control over spend, and achieve deep sourcing savings in the complex and rapidly evolving global marketplace. In building these capabilities, we shaped the industry as we became the first to offer procurement BPO on a global scale.

Facts about Accenture Procurement Services:
• Source and contract-manage more than $30 billion in annual spend
• Transact more than $38 billion annually
• Handle more than 500,000 procurement-related contact calls per year
• Process more than 18 million purchase orders/invoices annually
• Enable and maintain more than 5,500 static catalogs and more than 60 commodity strategy libraries
• Manage more than 1,500 strategic sourcing projects per year
• Manage 200 e-auctions in FY10, which generated over $400 million of sourcing savings
Full Suite of Capabilities
Using deep sourcing expertise, an industrialized global delivery model and a leading-edge procure-to-pay utility solution, Accenture Procurement BPO Services provides a high-quality, results-oriented procurement solution.

Sourcing and Category Management services produce significant savings through strategic sourcing projects and drive long-term compliance, end-to-end category strategies, supplier, and demand management.

Sourcing support services produce insight to specific sourcing opportunities and market trends through spend and market analysis, and provides efficient shared services such as e-auctions and spot buys.

Procurement Operations provide day-to-day operational procurement processing from monitoring and reconciliation of the procurement and accounts payable processes and other activities such as maintenance of supplier data and catalog content.
Accenture Procurement Clients

Locations:
- San Antonio (2)
- Houston
- Chicago
- Buenos Aires
- Frankfurt
- London
- Prague
- Warsaw
- Bratislava
- Bucharest
- Milan
- Mumbai (3)
- Bangalore (5)
- Delhi area (2)
- Chennai
- Dalian
- Shanghai
- Manila (7)
- Cebu
- Port Louis, Mauritius

No. of Clients

- First-ever procurement outsourcing contract
- Global network of multi-client centers
- Largest outsourcing contract
- Multiple wins across all industry sectors
- Acquisition of Ariba’s sourcing services business
Client Credentials
Accenture BPO procurement services cover day-to-day operational procurement processing that includes monitoring and reconciliation of the procurement and accounts payable processes as well as activities such as maintenance of supplier data and catalog content.

Outsourced procurement services have helped to reduce processing time, reduce costs through vendor self-help capabilities, provide end-to-end source to pay transaction processing, facilitate electronic approval routing, and increase spend compliance and transparency.

Following is a business case of a leading global bank that has outsourced its procurement services to Accenture. The solution provided is a blend of strategic sourcing, order management and accounts payable services.
Value Levers

Source to pay approach

Reduce total costs of goods and services

Reduce supply risk

Improved procurement efficiency

Adherence to policy

Realized and sustained savings

Increased compliance

Decreased demand

Reduce required working capital

Adherence to Sarbanes-Oxley

Fraud and prevention and detection

Diversity spend compliance

Reduced supply base risk

Improved turnaround times

Reduce capital investment

Lower overall procurement costs

Improved transparency and insights

Easily followed policies

Process automation and approvals
Background

The bank is a leading global investment bank with a strong and profitable private client franchise that serves over 20 million customers in 75 countries. With about $1.5 billion in assets and over 73,000 employees, the bank handles procurement functions from key locations around the world. The procurement functions include 25,000 users, approximately 50,000 vendors and nearly 500,000 invoices each year.
The Business Challenge

Rapid growth through a sustained, aggressive acquisitions policy prior to 2002 had a serious effect on the client’s procurement operations. Negative effects included highly decentralized purchasing, little standardization of design specifications, scant procurement transparency, limited availability of management information, and almost no ability to leverage bulk buying power.

The main business challenges and drivers were:

• The client wanted to transform the procure-to-pay function
• They needed to enforce discipline into the buying and approvals process
• The demand was fragmented over a large number of vendors
• Procurement practices across the operating companies and geographic locations was inconsistent
• The purchase transaction processing cost was high
• The purchase-to-pay processes were disjointed—sourcing, order management and accounts payable work was done in isolation

The client knew that one area ripe for simplification, standardization, and improvement was procurement. With approximately four million procurement transactions spread across nearly 200 different business areas each year, the bank wanted to gain greater control over its annual expenditures. To do so, the bank knew it needed to streamline and leverage its vendors more effectively, generate more useable management information to drive better decision making, and establish an end-to-end purchasing management process that was supported by leading-edge technologies.

Outsourcing was attractive for several reasons, including its ability to deliver quick results. In addition, outsourcing would allow the client to share risks, reduce costs, access leading practices, and avoid expensive new technology investments.

Given that the scope and complexity of this outsourcing arrangement was unprecedented in the industry, the choice of outsourcing partner was critical. After evaluating several options, and rigorous evaluation of leading providers, the client selected Accenture to build the new procurement platform from scratch and manage the solution for seven years.
The Approach

Accenture rebuilt procurement solutions based on SAP software and reengineered procurement processes.

The initial analytics were based on a study of the following:
- Process compliance by the client
- The potential to transform to “e-invoicing” in a phased manner
- The “critical to business” vs. “number of transactions” for vendor onboarding
- The potential for additional savings by making early payments

In order to provide a seamless high-end solution, Accenture continuously innovated all aspects of the solution—technology, processes, and people as per requirements set out in the outsourcing contract. Based on an analysis of the client’s challenges, the top level procurement transformation goals defined are shown below.

Analytics and technology continue to play a fundamental role in transforming the procurement process for the client.
The comprehensive procurement solution, which impacts 73,000 client employees in 75 countries, shifted the requisitioning, tactical sourcing, purchase order processing, invoice processing, and payment functions to Accenture.

The complex procurement solution was delivered in three phases over a seven-year period. There were 300 roles in scope, with transition to 200 Accenture employees in three service delivery centers (Bratislava, Dalian, and Bangalore), over 100 FTEs in India, three major regions covering all time zones.

The solution was implemented in three phases:
• Phase 1: Transition and Stabilization
• Phase 2: Transformation
• Phase 3: Ongoing Management and Continuous Innovation

In Phase 1, the team transitioned the bank's core SAP procurement processing platform, numerous supporting applications and all functional responsibilities to Accenture's onsite and offsite resources. Accenture is also responsible for managing the relationship with SAP.

In Phase 2, Accenture platformed the bank's procurement solutions with technologies from SAP and other providers and reengineered procurement processes across the organization, beginning with the more important client locations.

In addition to meeting a broad range of core requirements, Accenture demonstrated a commitment to building a significant outsourcing business in the area of procurement, a collaborative approach to working with clients, and a proven record of combining IT expertise, strategy, and execution to drive high performance.
The Impact

Accenture now manages the bank’s entire procure-to-pay process on an ongoing basis for the remainder of the seven-year contract.

Accenture successfully transitioned all components of the service and continues to deliver a high performance service. By providing state-of-the-art systems, tools and processes to manage the client’s entire procure-to-pay process, Accenture continues to enable the bank to focus on its core competencies, make wiser procurement decisions, and better control its procurement expenses.

After an initial period of transition, the operations have now stabilized. The bank is now meeting client SLAs consistently. They have exceptional month-end and year-end processing and have received good feedback from the client.

Today, Accenture Delivery Center Network personnel in Bratislava (Slovakia), Bangalore (India), and Dalian (China) manage procurement operations for the client’s continental European, US and UK, and Asia Pacific operations, respectively.

The three centers are:
• Bratislava, Slovakia, for the bank’s continental European operations
• Bangalore, India, for the bank’s US and UK operations
• Dalian, China, for the bank’s East Asia and Asia Pacific operations

The client has reported significant savings in delivery, thus taking a critical step on its path to high performance.

As a result of the solution implemented, the client reported significant savings in delivery. To continue to meet the important objectives and cover critical milestones, the client has extended its partnership with Accenture to 13 years in a very important journey toward high performance.
New York
Onshore Sourcing Team—2 FTE

London
Onshore Sourcing Team—2 FTE

Barcelona/Buenos Aires
AM/AD/Test—23 FTE

Hof, Frankfurt
IT Operations—25 FTE

Frankfurt
Onshore Sourcing Team—8 FTE

Singapore
Onshore Sourcing Team—1 FTE

DC for Continental Europe
• Tactical Buying Support
• Rapid e-Auctions
• Accounts Payable Operations
• CSD German and Spanish
• T&E Germany, United States, United Kingdom and Spain
• Invoice Settlement Team

DC for United Kingdom and United States
• Offshore Tactical Sourcing
• Buying Support and Procurement Ops
• Accounts Payable Operations
• CSD English

DC for APAC
• Tactical Buying Support
• Accounts Payable Operations
• T&E APAC
• CSD Japanese, Chinese and English
“Procurement outsourcing is an industry game-changer. It is inevitable that CPOs will have to go down this path. There will be a tidal wave of activity and you need to get in early, as we did, to get the most value.”
—The Client Global Head of Sourcing and Corporate Real Estate

*Longest-running Comprehensive Procurement BPO Contract in the Industry*
Developing talent and helping new employees reach competence quickly is vitally important in the retail industry, where annual employee turnover rates can exceed 100 percent. Being able to continuously improve individual and collective skills, knowledge and behaviors will become more critical in the years ahead. By developing better talent management capabilities—including new talent sourcing strategies that can fill talent gaps and provide a continuous source of innovation and experience—retailers have a greater opportunity to drive high performance by becoming talent-powered organizations.

Accenture Human Resource Services (AHRS) is committed to providing HR, Learning, and Procurement services. The leader in HR BPO, we created the first-ever global scope and scale in this area, collaborating with clients to drive high performance in HR functions and in their overall ability to use their workforces effectively. We help clients achieve growth by optimizing their workforce performance and productivity, while enabling clients’ HR organizations to become more scalable and more capable of addressing their business requirements.

AHRS delivers outsourced services to 22 countries from multiple delivery centers across the globe. Accenture’s unique combination of capabilities helps clients achieve HR operating cost savings, total workforce cost savings, and workforce performance and business improvements.

AHRS provides a broad range of human resources services—including payroll administration, reward administration, performance management, workforce reporting, and core HR administration.
Our comprehensive HR BPO capabilities enable our clients to improve their cost structure, reduce cycle times, improve compliance, and make faster data-driven decisions.

- Client Business and Human Resource Strategy
- Account Management and Strategic Alignment
- Talent Planning
- Talent Management
  - Recruitment
  - Performance and Progression
  - Learning
  - Compensation
- Human Resource Administration
  - Customer Support
  - Case Management
  - Workforce and Data Administration
  - Payroll
  - Benefits
- Foundation Services
AHRS is:
• Winner of 2011 GEO Excellence in Outsourcing—Innovation
• Ranked in the leadership position in 2010 and 2011—Gartner Magic Quadrant
• Winner of 2010 SSON Awards—Most Strategic Relationship—Best Mature Outsourced Services Delivery
• Winner of 2011 Outsourcing Excellence Awards—Best Global Services and Business Transformation
• Ranked No. 1 in market share for the years 2008 to 2010—Horses for Sources
• Ranked in the leadership position and named a Star Performer in 2010 and 2011—Leader & Star Performer

Accenture’s integrated services address clients’ 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 clients’ 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.

Facts about Accenture HR Services:
Accenture provides HR and learning services to nearly 50 clients, 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 two million contact center calls per year
• Administers more than one million workforce data transactions each year
Store Recruiting Services
This solution focuses on streamlining the high-volume store recruitment process by improving the use of predictive candidate assessments, deploying automation and self-service, and removing administrative recruitment activities from the store. Additionally, the services can extend to improve retention through training and ongoing support of employee communications.

Benefits for stores:
• Reduce time to fill and time to competence by streamlining the recruitment process
• Leverage technology to assess/rank candidates prior to store involvement
• Outsource (and offshore) recruitment administrative tasks
• Significantly reduce store management time spent on recruitment activities
• Improve communication (and onboarding compliance) with new employees to help reduce attrition

Benefits for corporate:
• Provide enhanced reporting/analytic capabilities
• Improve candidate tracking for compliance reporting
• Improve overall return on investment on recruitment investments

Benefits for candidates:
• Provide a realistic job preview before application
• Create multi-tiered assessments based on jobs
• Improve communications to increase retention
• Automate/improve the onboarding process
A track record in HR BPO evidenced by expanding client relationships and contract renewals.

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Note: Not exhaustive list of clients and contract renewals

Extension signed
Background

This client is one of the world’s leading consumer goods companies with a strong portfolio of trusted foods, home and personal care brands. They have operations in around 100 countries.

They are a leader in the food and personal care brands with 12 brands that generate more than $1 billion each in revenues. As a global leader and a fast-growing company, the company has faced two mega trends—managing the multinational workforces within acquired companies in emerging markets and brutal brand competition. In this environment, survival has meant adjusting rapidly.
The Business Challenge

The company recognized the need to rationalize costs and transform itself into a leaner global enterprise. To meet this requirement, the company launched a large-scale transformation program that aimed to:

- Simplify the organization
- Establish a single, converged IT platform
- Streamline operations across its food, home, and personal care divisions
- Standardize business processes across all its operations

Thousands of HR resources in 93 countries were responsible for administering HR services for the company’s employees around the world. Platforms were non-standardized and service delivery was often inconsistent and inefficient. In order to improve this, the company decided to outsource a broad range of activities—from recruitment to payroll processing to performance management—to improve the consistency, effectiveness, and efficiency of its HR service delivery.

The Approach

Accenture utilizes a “Global Market Model” to designate the countries to which Accenture provides full scope services. Services are delivered based on the business case and the availability of retained or third-party providers. Accenture aligns standards, tools, technologies and processes across service delivery. The following approach was followed to deal with the business challenges:

Transform
- Harmonize policy/processes
- Implement new service delivery model
- Manage change program

Liberate HR
- Identify core HR capability
- HR to focus on managing in-house talent

Improve Technology
- Transformed and standardized PeopleSoft 9.0
- Design/configure ESS/MSS portals
- Manage testing/deployment of tools and applications
The client engaged Accenture in a seven-year business process outsourcing deal, for the provision of a broad range of HR, Learning and Procurement services. The aim was to optimize and streamline the procurement of third-party services, across 3,000 vendor contracts, using multiple systems and processes. The services procured covered Workforce Administration, Learning and Supply Chain and included complex categories such as benefits administration, exit services, contingent and permanent, and general and professional skills.

The outsourcing team delivered a single, global performance management capability. The team redesigned, standardized, streamlined, and automated the global end-to-end processes. Accenture maintains, hosts, and supports the technology platform, completely integrated with the client's core HR management system.

To deliver the technical infrastructure for the new HR capabilities, the outsourcing team focused on delivering a single global instance for its core HR management system. The centerpiece of this solution involved extending the client's enterprise resource planning platform—Oracle's PeopleSoft Enterprise Human Capital Management—to all major country operations. The team carried out a number of system enhancements, built new global functionality and application hosting capabilities, and developed an industrialized delivery model for CR IT.

An important factor of this solution was “scalability” of the contract in terms of the number of countries to be transformed with the new solution. The solution was scaled to 100 countries across the globe and affected global HR services in 20 languages around the world. It took more than two years to implement and transition the new solution.
The client’s global team of employees is one of the company’s most distinctive assets. The enhanced human resources capability and underlying HR technology infrastructure help ensure that its workforce has the support and tools needed to optimize productivity and performance.

With its new technical infrastructure, the client has been able to:
• Improve the quality, consistency, flexibility, and scalability of global HR services
• Improve the efficiency and effectiveness of HR service delivery
• Access a single and consistent version of HR data
• Reduce costs of HR administration and delivery

The new global performance management capability provides:
• Enhanced development planning and performance assessment capabilities
• Reduced complexity by standardizing policies, processes, formats, and timing
• Improved efficiency

With Accenture’s help, the company has created a global learning service that offers a consistent, consolidated general skills and leadership curriculum to employees in over 100 countries. Total third-party savings of over $116 million achieved over a five-year period for purchased HR and learning services.
HR vision: “To be leaders in how people drive business performance”
“This deal allows us to create a simpler, more agile European IT function to better support the company's growth agenda.”
—The Client Chief Information Officer

“Our selection of Accenture HR Services hinged on meeting the operational people and knowing they had the depth to deliver, rather than just a wild set of aspirations.”
—The Client Senior Vice President

“Accenture's streamlined course curriculum, high-quality course content and industrialized end-to-end delivery capabilities are helping improve our workforce performance and productivity. That ultimately contributes to revenue growth.”
—The Client Chief Human Resources Officer
The Supply Chain BPO Story

Accenture’s Supply Chain Management solutions help companies achieve supply chain excellence and prepare for the new economic realities by enabling them to respond to near-term cost pressures. We work with retail clients on inventory planning, forecasting and replenishment to deliver analytics and execution in a long-term service delivery model. We transact more than $3.5 billion in managed inventory and handle 5,000 clients’ suppliers across dozens of manufacturing plants and hundreds of warehouse facilities.

As the first in the industry to offer a global Supply Chain BPO service, Accenture offers Supply Chain Business Process Outsourcing Services and helps multinational companies achieve high performance through an effective and efficient supply chain. Accenture BPO Supply Chain Services (ASCS) was initiated in 2007 with the aim to provide clients with a single point for all Supply Chain (SC) services.

Accenture’s Supply Chain Management (SCM) solutions help companies achieve SC excellence, and prepare for the new economic realities by enabling them to respond to near-term cost pressures. Accenture’s long-term approach supports the client’s entire business, far into the future.

Facts about Accenture Supply Chain Services:
• ASCS engages over 500 FTEs globally in their core services, with more than 1,000 across all Supply Chain (SC) consulting and technology
• Handles business with over 20 active clients
• Pioneers in creating SCM services and outsourcing industry
• Constant innovator in developing and delivering SC services
• Transacts $16 billion in managed revenue
• Transacts more than $3.5 billion in managed inventory
• Handles 5,000 clients’ suppliers across dozens of manufacturing plants and hundreds of warehouse facilities
Full Suite of SCM Functions
- Incorporating a unique combination of market-leading consulting, technology and outsourcing capabilities, ASCS provides high-quality, result-oriented supply chain solutions across industries, geographies and technologies.
- ASCS operates across core SCM functions to improve service levels and profitability by reducing the working capital, material spend, and operational costs.
- ASCS Planning Services improve performance of clients’ demand and supply planning functions, align them with market dynamics, and deliver increased profitability and reduced working capital.
- The ASCS Direct Sourcing and Procurement function offers clients an end-to-end source-to-pay service and helps reduce material spend and procurement operations cost.
- ASCS Fulfillment Services addresses improvement opportunities in a client’s global delivery network at the strategic, tactical and operations level, resulting in reduced distribution and operating costs while increasing customer satisfaction.
- The ASCS Service Management offering focuses on helping clients improve service levels, reduce the cost of their returns, and repair supply chain and end-to-end spare parts services.
- Accenture has successfully provided unique and complex SCM solutions to a retail giant in Canada.

Accenture also helps retailers through Inventory Planning & Replenishment Services (IPRS). IPRS can help improve planning performance, increase the ability to focus on the core, lower cost operations, shorten time to value, and enhance critical skills.

Retailers that benefit from IPRS include those that express concerns regarding:
- Poor service level (DC or shelf) performance
- Large variation in seasonal “in stock” performance
- High inventory and unmanageable excess inventory levels
- Current replenishment operations are expensive
- Higher than 10 percent attrition in replenishment
- High error rate in PO management and store distribution
- Poor vendor management/inbound fill rates
- Dysfunctional supply chain and merchant relationships
- Inability to measure Key Replenishment Performance Indicators (KRPIs)
- Strategic in nature/bleeding edge thought leadership

Following is a business case of the client, which is Accenture’s biggest ASCS contract to date.
# Accenture Supply Chain Core Services

## Planning
- Demand and Supply Planning
- Forecasting Analytics and Promotions Management
- Inventory Planning and Replenishment
- Customer and Supplier Collaboration

## Direct Sourcing and Procurement
- Strategic Sourcing of Direct Material
- Sourcing Support
- Procure-to-Pay Operations
- Spend Analytics

## Fulfillment
- Order Management
- Transportation Planning
- Cost to Serve Analytics
- 4PL Operations
- Compliance Monitoring
- Performance Management

## Service Management
- Aftermarket Service Support (Warranty Management)
- Spare Parts Planning
- Returns and Repair Management
Background

This large, national grocery retailer was concerned about replenishment in its retail stores. It wanted to engage a service provider who would focus on continuously improving supply chain performance.
The Business Challenge

While cost was an important consideration in provider selection, the ability to improve performance was the client’s main criterion. The client’s vice president of replenishment explained, “Outsourcing was more about service to our customers than about cost reduction. The outsourcing model is obviously woven potentially to save us money, but it wasn’t our prime motivation.”

The grocery retailer outsourced the replenishment for over $1 billion worth of general merchandise to Accenture because of its proven supply chain expertise and its willingness to expand that expertise to learn about the peculiarities of the client’s business model. The vice president of replenishment explained, “Not every retailer is the same. We’re not all cut from the same bolt of cloth. Each one has a specific operating model. We have different strategies; each one is unique for each retailer.”

The Approach

Accenture applied its domain expertise and analytics capabilities to help the retailer achieve high performance. The client and Accenture first selected the right KPIs that mattered most to the client: stock fill rate and inventory levels. The stock fill rate—defined as the percentage of requested stock filled at the retail store—required focus. The inventory level—the amount of inventory in warehouses and distribution centers—was deemed as too high and tying up precious capital.

Accenture realized that the client’s forecasting tools required improvement as well, being over a year away from a leading practice tool implementation. Accenture also built a custom forecasting tool that used logic to forecast better year-round and seasonal products. For improved product management, Accenture also built analytic tools, which generated data that it could use with the client to redesign business processes. The vice president of replenishment summarizes the analytics process:
“On the planning side, we worked collectively and implemented a new tool that enables planning and allocation of products to stores. They've also extended that into allowing them to do category management and financial planning as well, in terms of forecasting. They have also, in the last 18 months, they have a number of resources on the ground spending time re-engineering and designing new or the right processes to drive the business functions all the way from the initial category strategy to getting the product moving through the supply chain which includes the vendor community through our network and eventually getting to those stores to support the sales plan.”

The client value creation drivers were:
The Results

Accenture also helped the client increase the distribution center stock fill rate significantly (beyond industry norms) and improved inventory currency. Processes were also improved, which led to less rework and improved efficiency and adherence to timelines.

Levers of successful inventory management:

- Forecast scientifically using tools
- Manage master data meticulously
- Maintain safety stock based on lead times
- Engage with vendors on a regular basis
- Optimize cleanup of inventory at the end of every season
- Apply an effective markdown strategy
- Optimized container loads for imported items

Optimized Inventory
The Impact

Client leads outside of general merchandise replenishment are impressed with Accenture’s analytic tools and capabilities, and frequently seek its advice on their replenishment issues. The client also plans to use Accenture’s analytic tools in other parts of its business. According to the account executive, “The business clients recognize that we’re pretty good at logistics and supply chain in general and because of that trusting relationship, my client has other leads that come to me and need help. They ask, ‘How are you getting data? How are you dealing with this type of issue? I’m stuck.’ Of course, we help them whenever we can.”
Accenture Supply Chain Services is newer, but it is growing quickly to define this new market ahead of our competition.

An emerging success story
- 500+ FTEs
- 20+ active clients
- Currently responsible for US $16 billion in managed revenue
- Currently responsible for US $3.5+ billion in managed inventory
- Constant innovator in developing and delivering SC services
- Strategic vision is to put Accenture in “AMR Top 25” list by 2015
The Marketing BPO Story

Accenture Marketing BPO Services partners with chief marketing officers and other marketing executives to provide better control and stability for their marketing organizations. We help our clients increase sales and revenue through the acquisition and retention of customers, and decrease costs by optimizing their marketing operations. Accenture helps clients acquire and retain customers, develop new customer insights and optimize marketing spend. Examples of the results we’ve delivered for our clients include: a 16 percent increase in customer satisfaction, doubled campaign response rates, and a 40 percent labor cost savings. Accenture’s value proposition and leadership in Marketing BPO is based on extensive marketing knowledge (spanning our Management Consulting and Application Outsourcing groups), technology and business assets, deep client and industry experience, analytics capabilities, and our global and best in class Marketing BPO delivery.

Facts about Accenture Marketing BPO Services:
- 25 percent increase in new campaigns delivered during peak season
- Websites localized in 10-plus languages for 60-plus countries
- 16 percent increase in customer satisfaction score
- Response rates doubled through new target client segmentation
- $13 million savings from use of global standardized sourcing
- 10 percent to 0 percent reduction in campaign setup errors
- Increase in re-use of marketing assets from 0 percent to 20 percent

Accenture Marketing BPO Services enables customer growth, drives new customer insights, and optimizes marketing spend.
Full Scope of Services

- Managing internal and external digital production and operations
- Developing compelling, reusable content and managing it across multiple channels
- Creating digital and traditional marketing programs that span multiple countries
- Managing and executing complex, global marketing campaigns including building microsites in numerous languages and launching them simultaneously
- Performing market testing and running pilots for conceptual marketing campaigns to gain insights into performance
- Applying analytics to customer data to identify new market segments and customer acquisition targets
- Providing detailed performance insights through customized reports, including recommendations for future marketing optimization and growth
P&G is a *Fortune* 500 multinational corporation with a focus on consumer goods. The company has one of the world’s strongest portfolios of consumer products, serving consumers in 180 countries around the world. It employs approximately 127,000 people in 80 countries, and for fiscal 2011, it reported net sales of nearly $82.6 billion.
The Business Challenge

By managing the implementation of P&G's commercial services consistently across the globe, Accenture Marketing BPO Services is helping the company achieve high performance through increased speed to market with products that meet consumer expectations. Going far beyond traditional, transactional back-office BPO, our knowledge professionals provide higher value judgment-based, front-office commercial services. These professionals have distinctive skill sets with strong marketing, sales and branding experience. They work directly with P&G’s brand managers and business partners, making project plans and taking decisions.

Accenture provides P&G with the following commercial services:

- Interactive production management to support digital
- Project management services to support the entire organization
- E-content services to support e-retailers
- I-content services to develop training documents in a faster, expeditious way

These bundled services are important for P&G because they enable it to simplify and streamline global processes with higher quality at reduced prices, while helping it increase speed and agility in getting products to consumers. To carry out the activities related to these services, Accenture has applied a hybrid onshore/offshore delivery model and is supporting P&G in about 20 languages in numerous locations around the world through its Global Delivery Network.

Damon Frost, associate director–Business Process Services, P&G’s Global Business Services, says, “We’re partnering with Accenture on these commercial services because number one, Accenture has equity as well as a track record in delivering managed services with great quality and scale. Two, they understand our business, understand our business processes. Number three, they are willing to co-invest and co-invent with us in these spaces as these are business processes that are not traditional BPO-like processes.”
The first commercial service that Accenture created with P&G was interactive production management, with the goal of launching and managing all digital marketing campaigns around the globe. Bringing a high level of talent in a scaled model, our experienced interactive team is working directly with P&G’s brands and advertising agencies to provide standardized project management and reapplication of proven processes around the world. This solution has allowed P&G to establish a globally consistent marketing capability that can grow to support more brand teams over time. Starting with 44 brands, the service now covers more than 90 percent of all P&G brands as it continues to grow.

Accenture also worked with P&G to create a virtual solutions capability to develop cutting-edge 3D store environments that help P&G collaborate with their retail partners and optimize product placement. Accenture now manages P&G’s large-scale virtual design studios, giving consumers the ability to provide feedback on product packaging and placement in real time. It has helped P&G significantly reduce time to market by identifying potential issues and opportunities earlier in the design process, while improving its ability to make informed packaging and shelf placement decisions quicker and more cost effectively. Virtual solutions have enabled P&G to strengthen connections with consumers by providing the right product at the right time in the right location, as well as enhance P&G’s relationship with retailers, resulting in stronger, consumer-focused partnerships. Reducing the need for physical mock-ups by digitizing the process also supports P&G’s sustainability objectives.

The Accenture team is also helping P&G deploy a centralized repository to store e-content, which is distributed for use on P&G e-retailer sites. Accenture now manages this marketing content for P&G globally—improving speed to market by using proactive e-content load processes and enabling the client to spend the time needed to build relationships with e-retailers and increase online growth and revenue. Having all e-commerce content available at one central repository also reduces rework, increases reuse of assets, and gets the latest content to e-retailers faster—ensuring P&G consumers around the world can view and buy its products online.
The Impact

Accenture's commercial services solutions have helped P&G simplify and streamline project management and reapplication of improved processes around the world. What's more, they are helping P&G achieve high performance by increasing its agility and speed to market in delivering products that meet customer expectations.

By having Accenture assume responsibility for management and delivery of its virtual solutions, P&G was also able to strengthen its virtualization capabilities as well as enhance product design and placement, drive more revenue and improve shoppers’ in-store experiences. The virtualization efforts have also freed up valuable employee work time, allowing for increased focus on innovation and on delivering products.

Marta Foster, P&G's vice president of Business Units and Market Development Organizations, said, "As we continue to grow our capabilities, we're continuing to look for the right partners that are going to bring those innovative solutions and help us bring scale. And Accenture is clearly one of those partners."
“By turning to Accenture to lead our interactive production manager functions, we’re better able to manage our increasingly important and complex digital marketing activities. Together with Accenture, we have standardized and integrated our approach. We’ve gained efficiencies and reduced costs. In short, we’ve become smarter when it comes to delivering the marketing services.”
—The Director, Consumer Solutions at P&G

“Virtualization…technologies allow us to show retailers virtual in-store displays for half the cost and less than half the time required for physical shelf designs. Computer modeling and simulation saved us about 17 years of design time in the last year alone. At the end of the day, we are all about creating products and experiences that delight our consumers. Virtual solutions help us to do just that. By successfully transitioning—and now managing—our virtual services end-to-end, Accenture has become an innovation partner and an integral contributor to our long-term success.”
—The Former Chairman and CEO at P&G
“We're already seeing the benefits of digitization. We are increasingly making business decisions faster and more collaboratively with real-time data. We're using virtual reality technologies to reduce cost and increase the speed of innovation. We are reducing the number of physical product mock-ups created for new product initiatives. Virtual shelving and displays are simplifying the way we test our brands with top customers, and new product modeling tools are improving our engineering and design productivity.”

—The Current Chairman, President and CEO at P&G
Snapshots of our centers and people
About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 244,000 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$25.5 billion for the fiscal year ended August 31, 2011. Its home page is www.accenture.com.