Accenture Communications Solutions
Driving growth, operational excellence and high performance in today's challenging communications marketplace

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Accenture Communications Solutions

A new generation of innovative, market-tested solutions to drive growth, increase operating excellence and improve profit and cash enhancement.

Solutions for a new era of growth

A sense of cautious optimism is now increasingly being expressed across the communications industry sectors. The past couple of years have been tough, and the future is likely to bring a degree of continued uncertainty. Yet, more and more, industry leaders are speaking once again of growth strategies, fueled by a major technology-led innovation wave that could well become the dominant story of the next decade.

To position themselves for future growth within today’s rapidly evolving business and technology ecosystem, service providers need to begin executing an aggressive innovation agenda focused on:

• **Driving growth**: Focusing on new product segments and adjacent markets, as well as on more effective marketing and sales strategies. Inorganic growth opportunities also are essential, either through in-market consolidation or geographic expansion.

• **Increasing operating excellence**: Transitioning from product-centric to customer-centric operations, and managing alliances more effectively. Companies also must increase their use of outsourcing across the value chain.

• **Improving profit and cash optimization**: Freeing up cash from legacy operations to fund network build-outs, and dramatically reducing costs for non-strategic products such as voice.

Accenture Communications Solutions: A suite of integrated offerings to drive high performance

To support both growth and cost imperatives, Accenture delivers an innovative suite of market-leading solutions, services and assets. This solutions suite—Accenture Communications Solutions—supports the critical dimensions of a communications company’s strategy, operations, IT and business functions (see Figure 1). The solution suite supports innovation and competitive differentiation in the areas of:

• Channel transformation

• Marketing transformation

• Product innovation

• Network operations

• IT transformation

• Corporate operations

The Accenture advantage

Accenture is the recognized market leader in telecom consulting and outsourcing solutions.1 We serve wireline, wireless, cable and satellite communications network operators, as well as new entrants, mobile virtual network operators (MVNOs) and Internet players.

With more than 20 years of experience in technology integration and operations management, Accenture has developed long-standing relationships with 18 of the world’s top 20 communications companies, and 41 of the top 50. Accenture has the global scale and reach to deliver innovative and comprehensive solutions to address the critical needs of service providers.

Accenture helps communications companies generate more value from their assets, operations and human resources, bringing new products and services to market in a faster and more cost-effective way. Rather than focusing on short-term actions with limited impact on business success, we work closely with our clients to create the technology and business capabilities that help them outperform their competition.

Our market approach is built upon a foundation of market-tested, industry-leading practices that work to reduce risk and jump-start the delivery of profitable services to the marketplace. Accenture Communications Solutions provides a broad spectrum of business and technology offerings and services that help our communications clients unlock profitable growth, improve operations and achieve high performance.

Accenture Communications Solutions: Helping communications companies meet their toughest challenges

Accenture Communications Solutions helps wireless, wireline, cable and satellite operators meet the business and marketplace needs that are shaping their strategic agendas:

- Managing the decline of voice revenues and profits: For many providers, a significant number of their wireline voice customers have switched to VoIP and/or wireless products. Demographics are increasingly a factor as well, as the younger generation has grown up expecting access to free voice services.
- Investing in broadband networks and next-generation service platforms: At the same time that their heritage business is declining, operators must invest in the wireline and wireless networks and platforms that underpin their new broadband opportunities. This trend is driving an intense focus on cash flow optimization and long-range investment planning.
- Establishing and scaling the broadband business model: To recover their investments and participate more effectively in Internet-enabled services, providers are experimenting with a number of different business models such as usage-based approaches and value-added reseller models.
- Extending into adjacent market spaces: Although the Internet poses numerous threats to providers, it also creates opportunities across adjacent industries such as entertainment, education, banking, retail, healthcare, energy management and transportation.
- Targeting growth in emerging markets: Over the next three to five years, nearly a billion new subscribers will be added in countries such as India, China, Indonesia, Pakistan and throughout Africa. Although the average revenue per user (ARPU) in these markets will be low initially, sheer customer volume will continue to shift telecom industry revenues to the emerging world.
- Working on public-private partnerships: Over the past several years, the public sector has become more active in establishing regulatory frameworks to stimulate investment and encourage competition. Although operators have historically worked with regulators, amplified government involvement in telecommunications makes public-private relationships even more important.

Figure 1. Accenture Communications Solutions: Comprehensive offerings to drive high performance in the communications industry
The Accenture difference

Accenture’s extensive experience, strong industry reputation, distinctive innovations and market-tested assets differentiate us in the marketplace.

Experience and strong industry reputation

Accenture’s work with clients consistently earns industry recognition.

FORTUNE magazine has named Accenture the most admired IT services company for three consecutive years.1

The Global Telecom Consulting Market Analysis of 2009 named Accenture the “unchallenged market leader” in terms of telecom consulting revenues, with a global market share of 16.4 percent.2

In its 2010 report, Gartner has ranked Accenture first in worldwide revenue and market share for BSS, OSS and SDP for cable, satellite and multi-system operators.3 Accenture also ranked first according to Gartner in 2009 worldwide revenue and market share for workforce management.4

Accenture also received an overall “Very Strong” score from Gartner in 2009 in the Strategic Scorecard for Vendors of Next-Generation Service Delivery Platforms.5

In addition, Infonetics Research’s service delivery platform (SDP) vendor survey has rated Accenture highly for management and for our SDP product roadmap.6

Trusted provider

Accenture works with 18 of the world’s top 20 communications companies and 41 of the top 50. We have won multiple industry awards as a trusted delivery provider to our clients.

Global reach and scale

Accenture has the global reach, breadth of capability and flexibility to help operators develop comprehensive solutions quickly and cost effectively. We can deliver innovative, high-quality and standardized services at lower cost by leveraging the Accenture Global Delivery Network (see Figure 2). Accenture’s delivery capability has grown to more than 85,000 talented professionals worldwide working in onshore, nearshore and offshore centers and client sites around the globe. This global network helps enable Accenture to scale rapidly to provide the skills and resources to deliver projects for our network clients around the world.

Accenture was ranked number one on the International Association of Outsourcing Professionals (IAOP®) Global Outsourcing 100™ list, marking the third consecutive year that Accenture has topped this ranking of the world’s best outsourcing providers.7

Research–based knowledge

Leveraging our industry experience and business acumen, our ongoing High Performance Business research determines the key elements of high performance and provides relevant insights into the characteristics and practices that make organizations outperform their peers. The results are clear: High performance is definable, quantifiable—and achievable.

Long-standing alliance relationships

Another important Accenture differentiator is our powerful network of alliances. These relationships help us leverage unique, leading-edge products to tailor the right solutions for our clients, instead of relying on proprietary platforms. Our alliances include:

- **Cisco:** The Accenture & Cisco Business Group develops, markets, sells and delivers network-enabled business solutions that help organizations speed implementation, shorten time-to-value and gain a competitive edge.

- **Microsoft:** The Accenture, Avanade and Microsoft alliance has a long history of helping organizations achieve high performance leveraging Microsoft technologies. Having collaborated on more than 5,000 Microsoft projects over the past decade, Accenture and Avanade were named “2010 Microsoft Enterprise Partner of the Year” for an unprecedented sixth time and third consecutive year.

- **Oracle:** Accenture maintains one of the largest and one of the fastest-growing Oracle enterprise solutions practices among full-service integrators. We are the first integrator to have innovation centers located on Oracle campuses, giving us unique access to Oracle software, management teams and product direction.

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4 Ibid (Table 4-9).


7 IAOP, Global Outsourcing 100, 2010.
Accenture has the global reach, breadth of capability and flexibility to help operators develop comprehensive solutions quickly and cost effectively.

To request additional information about Accenture’s innovations and experience, and about Accenture Communications Solutions, please contact us at comms_solutions@accenture.com.

Or visit us online at www.accenture.com/communications.
In the face of flattening subscriber growth and the commoditization of traditional services, communications companies must improve customer loyalty and deliver value through improved interactions across all points of contact. Accenture’s offerings for Channel Transformation target carriers’ needs to manage costs while delivering a differentiated customer experience that has been successfully demonstrated to improve acquisition and retention.

Accenture Communications Solutions: Channel Transformation

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Customer Contact Transformation

Consulting and industrialized outsourcing solutions that can reduce an organization’s customer care costs by up to 20 percent or more, while improving the overall customer experience.

Challenges and opportunities
Accenture High Performance Business Research has found that delivering a high-quality, branded customer experience is essential to achieving and sustaining high performance.1 While customer service has returned as a top corporate growth priority, executives are confronted with two key challenges:

Improving the Customer Experience: Consistently delivering a differentiated, branded customer experience that will result in increased customer satisfaction and loyalty, and will generate profitable growth.

Optimizing the Cost Structure: Consistently and simultaneously reducing contact time, handle time, cost per minute and operations overhead to not only create a lower cost structure, but also provide more efficient operations and improved service quality.

How Accenture can help
Accenture’s Customer Contact Transformation offering provides a combination of consulting and outsourcing services that can decrease delivery risk and reduce customer care costs while improving the customer experience. Our industry experience enables us to structure tested, industrialized business process outsourcing services tailored to a company’s needs and economic environment, helping enable cost and quality improvements that can have a direct impact on the bottom line.

Key components of our offering include:

Value-targeting Assessment. Accenture rapidly analyzes the underlying factors affecting customer care costs and customer retention, including customer contact rates, root-cause analysis, call-handling efficiency, costs per unit for handled calls, potential to use lower-cost channels and operations overhead. Based on this analysis, Accenture proposes an appropriate customer care model to meet our clients’ business objectives.

Transformation Programs. These focus on attaining four key potential benefits:

- **Contact rate reduction**: Reducing the number of calls through root-cause analysis, better resolution and use of lower-cost channels.
- **Increasing call-handling efficiency**: Improving average handle time as well as overall agent performance through intensive agent training.
- **Customer experience improvement**: Creation of a customer-oriented service model consisting of segmentation, differentiated treatment and a customer experience blueprint.
- **Revenue enhancement**: Improving an organization’s ability to generate revenues from the care channel.

Global Contact Center Network. Our Customer Contact Business Process Outsourcing services leverage Accenture’s global delivery centers and our network of third-party vendors to help reduce our clients’ customer care costs and increase end-customer satisfaction, retention and loyalty.

Command Centers. Utilizing a network of regional command centers, Accenture combines industrialized processes with market-tested assets to help provide continuity of service and economies of scale. Through command centers, Accenture manages operations functions such as forecasting, training, quality monitoring and vendor management. These services are typically bundled into a customer contact outsourcing arrangement. However, they also can be designed and delivered on a managed services basis.

High performance delivered
Accenture has delivered customer contact transformation solutions that have helped communications and high-tech clients around the world achieve high performance in a range of major business initiatives. Our unique combination of services across our consulting, technology and outsourcing capabilities allows us to deliver a number of key benefits (numbers are typical, depending on the deal specifics):

- Reduction in contact rates of 5 to 15 percent
- Improved handle time of 5 to 10 percent
- Reduction in cost per minute by 10 to 40 percent

Why Accenture
Accenture offers a unique combination of deep experience and an industrialized approach that can deliver measurable improvements to drive profitable growth through customer contact transformation. Key differentiators include the following:

- Accenture provides an efficient, centralized hub to help clients respond quickly to market imperatives. We have experience managing environments with multiple offshore vendors to help improve customer satisfaction.
- Accenture’s consulting heritage provides a unique combination of competencies that helps clients achieve improved customer service at reduced cost. We leverage our consulting experience for industry-leading practices, tools and techniques that help clients achieve transformational value.
- Accenture uses tested, industrialized processes. Accenture Customer Contact Business Process Outsourcing Services help reduce client operating budgets by driving improvements across the client’s entire base of agents. We leverage our established operations infrastructure, tools and processes to offer clients an industrialized solution that helps enable cost and quality improvements.

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Challenges and opportunities
For communications service providers, technology support for home users and small businesses will become increasingly critical to market differentiation and business success. That support—currently focused on PCs and related devices such as printers, faxes and scanners—will grow to encompass virtually any interactive electronic device, including smartphones, home appliances and utilities. Yet although providers have a significant opportunity to drive profitable growth by meeting consumers’ growing home technology support needs, many companies still struggle to provide even baseline services.

How Accenture can help
Accenture Premium Technology Services allows communications service providers to offer their customers branded, high-quality technology services. Our commercial, industrialized IT delivery and customer service support capabilities deliver a wide range of important features, such as:

- **Convenience**: Customers can both obtain on-demand support and make appointments at times that are convenient for them. Service agents contact your customers when customers say they are ready.
- **Scale**: As part of the customer care and technical support services provided to existing clients, we already handle more than 25,000 PC technical support interactions each week.
- **Security**: Customers’ data and files are protected. Accenture operates according to detailed privacy protocols that govern what technicians can and cannot do with end-user data and devices.
- **Quality**: Fewer than 5 percent of units serviced by Accenture have ever come back for the same problem, compared to a 30 percent or more failure rate in the general marketplace.

**High performance delivered**
Accenture Premium Technology Services can deliver a wide range of benefits to our clients, including:

- **Reduced costs**: In a single year, Accenture used automated tools and labor arbitrage to help one communications company save more than US$15 million on its total cost of ownership for digital home support.
- **Improved service**: We can reduce the failure rate for consumer home technology fixes from levels often as high as 30 percent to less than 5 percent.
- **Increased revenues**: We helped increase annual revenues for one client’s digital home support business by more than US$5 million through better customer loyalty and incremental sales.

**Why Accenture**
Accenture is differentiated in the premium technology services marketplace in several ways:

- **Industrialized IT**: Putting a powerful enterprise model with unique assets into the consumer space, Accenture offers a quality and cost advantage over both internal resources and other external options through its Accenture Remote Resolution Online Workforce service offering.

1 Based on Accenture client observation (for example, for complex transaction types, we see a repeat rate of 34 percent in the baseline group measured after 72 hours, compared to our repeat rate of 3.3 percent).

2 Ibid.
Interactive Channel Services

Helps companies achieve a more flexible, efficient and scalable way of reaching customers, serving them and maintaining their loyalty.

Challenges and opportunities
With the rise of the digital world, marketing has become more complex, fragmented and expensive than ever to manage effectively. Communications service providers struggle to keep customers engaged across a proliferation of channels. Innovation is critical. Social media sites, for example, are a new way to engage consumers, but they also demand a higher degree of customization and ongoing efforts to maintain relevance.

High performers will be those that drive down costs and drive up relevance. How? By consolidating fragmented Web properties onto a single digital platform, and by becoming more sophisticated about engaging customers in both online and offline channels. The use of advanced analytics can generate the insights needed to create more relevant content and more satisfying end-to-end customer experiences.

Providers have an opportunity to drive higher sales and revenues by using next-generation digital capabilities to transform how they interact with customers. The digital channel is arguably the most flexible, efficient and scalable channel for customer acquisition, growth, servicing and retention. For this reason, an emerging strategic imperative is to leverage the digital channel to achieve and sustain market leadership by concurrently enabling revenue growth and cost reduction.

How Accenture can help
The Accenture Interactive Channel Services offering can help service providers improve the digital experience they offer to customers and build deeper, multi-channel and integrated capabilities.

Our services cover digital marketing, marketing analytics and media management. Our methodologies and assets bring together marketing and IT—driving both organizations toward a common goal: improved and ongoing customer relevance. Our interactive solutions consist of the following:

Marketing Analytics
Our marketing analytics group focuses on measuring, managing and analyzing marketing performance to increase effectiveness and improve the marketing return on investment. We do this by:

• Improving a company's use of metrics to monitor marketing performance.
• Developing analytics dashboards to create new levels of performance visibility.
• Enabling better business decision making.

Media Management
Our media management team helps clients measure, manage and analyze offline and online media assets so that they work in a complementary fashion. Our approach helps to improve a company's capabilities in media purchasing and trafficking. We also can help enable clients to identify new targeting, cross-sell and up-sell opportunities to increase the value delivered from their media investments.

Accenture offers distinctive advantages in the area of media management:

• We work with more than half of the Advertising Age top 100 advertisers globally.
• Accenture audits more than US$14 billion of advertising spending per year globally, more than five times our nearest competitor.
• We have a global practice in markets that account for 90 percent of global media spending worldwide.

Digital Consulting
Our experienced digital marketing professionals and market-tested solutions help clients:

• Promote brands more effectively using the Internet, mobile and other interactive channels.
• Extend beyond online marketing by integrating additional digital channels, such as mobile messaging, into the marketing mix.
• Design, deliver and manage compelling, connected experiences across all digital channels, integrating them with traditional marketing efforts.
• Incorporate real-time and automated marketing solutions.

Innovative Assets
A key asset within our interactive services practice is the Accenture Intelligent Digital Platform—a scalable environment that enables agile marketing at corporate, category and brand levels.

The Intelligent Digital Platform joins modular Web development with data, analytics and content delivery in new ways that lead to more compelling online experiences and improved marketing effectiveness. It also can help bridge the gap between systems such as content management, search and campaign management, enabling these areas to work together to deliver more dynamic and relevant content that meets the objectives of specific brands.

Through the platform, brand managers can move from a one-size-fits-all Web development approach to customized experiences with activity reports and business impact assessments at the brand segment level.

High performance delivered
Accenture works with major communications and high-tech companies to implement interactive channel services. We have executed digital marketing and strategic programs for a major US entertainment company, a consumer movie distribution channel and a prominent US retailer.

We have implemented design/build projects for a number of online firms. We also have delivered optimization programs for both a major online retailer and a US media and entertainment company.

Why Accenture
Accenture has significant industry knowledge coupled with extensive experience helping our clients build intelligent and analytics-driven Web capabilities that can help them drive toward high performance.

We help clients achieve a more flexible, efficient and scalable way of reaching customers, serving them and maintaining their loyalty. We achieve this by:

• Placing analytics and intelligence at the core of our business.
• Moving beyond point solutions to integrated platforms.
• Providing complete, managed-services solutions.
• Unlocking value through improved customer acquisition and conversion effectiveness.
• Improving investments across digital and traditional channels.
Retail Solution for Communications

A suite of assets, methods and implementation services to help service providers create a strong physical retail presence.

Challenges and opportunities
Recent Accenture research underscores how important a physical retail presence is to a communications company’s competitiveness and growth.\(^1\) At least 75 percent of consumers said (1) they want a retail store to visit when purchasing communications products or services, (2) the quality of a communications provider’s store experience is a factor in their decision to do business with that company, and (3) in two years, physical retail stores will still be at least as important as providers’ online stores. In addition, approximately 90 percent of providers said a strong physical retail channel is important to their growth strategy today, and will remain so for years to come. Indeed, more than three-quarters of providers plan to increase their total number of storefronts in the next two years.

However, fewer than 20 percent of consumers believe their providers’ stores perform extremely well in product availability or in having knowledgeable, friendly and available store staff while delivering speedy service—the same attributes consumers say stores “must get right.” Providers themselves acknowledge a number of shortcomings, such as integrating stores with other customer channels and using analytics to create tailored assortments and offerings.

There is a significant opportunity cost if today’s communications companies fail to address these shortcomings: Our research revealed a strong positive correlation between the maturity of a company’s retail capabilities, its store performance and, ultimately, the revenue generated by the channel. And in today’s increasingly competitive environment, a strong retail presence can serve as a valuable differentiator to help attract and retain customers.

How Accenture can help
Drawing on our extensive experience with the world’s leading retailers and communications companies, Accenture has developed a unique, comprehensive offering that helps enable companies to develop their critical retail capabilities and to transform the retail channel into a driver of growth, customer loyalty, profitability and high performance.

The Accenture Retail Solution for Communications helps communications companies achieve top-line growth by supporting their efforts to attract new customers and gain both wallet and market share. These services also can empower communications companies to deepen their customer relationships through programs that help enhance customer lifetime value while contributing to cost reductions by adopting more consistent end-to-end operations that make it easier and more efficient for customers to conduct business.

At the heart of our offering is Accenture’s established Retail Channel Methodology, which we have developed through our work with leading global retailers. This is a comprehensive suite of analytical assets, methodologies and implementation services intended to drive top-line growth, customer retention and bottom-line savings across three key areas:

- **Customer-centric staff**, including improving the organizational structure, discovering and developing talent, instituting new measurement and incentive plans, and labor planning and scheduling.
- **Products and services**, including merchandising effectiveness, marketing planning and execution, comprehensive sales support from pre-sales to ordering to post-sales service, inventory planning and forecasting and supply chain management.
- **Store experience**, including visual merchandising, space allocation, interactive media, Lean Six Sigma processes, loss prevention and store rationalization.

High performance delivered
The Accenture Retail Solution for Communications offering can help communications companies:

- Improve forecast accuracy through sophisticated modeling.
- Increase profits through more effective space and assortment planning.
- Reduce supply chain costs of new processes and technologies.
- Boost customer retention and same-store sales through more customer-centric store operations.
- Enhance asset productivity, working capital and the in-store customer experience through optimized inventory levels and in-stock rates.
- Reduce in-store labor costs and improved workforce productivity through better talent management.

Accenture is delivering compelling retail solutions to clients around the world. For example, at a major US-based client, Accenture executed a marketing, merchandising and supply chain transformation program that also involved including supporting the company with a customer-centric strategy. Accenture has helped the retailer advance toward high performance in several ways, such as delivering a more than 20 percent increase in core category sales with an accompanying 30 percent increase in gross margin. The company also improved inventory turns from 4.5 to 7.2 for an annual savings that amounted to US$600 million.

Why Accenture
Accenture has worked with retailers in most industry segments and functional areas including merchandising, customer service and support, pricing and promotions, store operations, store format, supply chain, IT and multi-channel strategies. We also have worked with more than 400 retail clients around the world and 78 percent of the FORTUNE Global 500 products companies, including many of the biggest names in retailing.

As a result, Accenture can help communications companies meet or exceed the expectations of their most demanding customers. At the same time, we can help these companies operate with greater speed, efficiency and agility. In all, the Accenture Retail Solution for Communications offering can help communications companies create retail operations that can play a critical role in their pursuit of high performance.

\(^1\) Accenture, "The Value, Role and Performance of the Physical Retail Channel for Communications Service Companies," 2010.
Sales Force Transformation

Consulting and outsourcing services to help providers drive more growth from their existing sales force, penetrate new markets more effectively and sell increasingly complex solutions at lower cost.

Challenges and opportunities
From a sales and marketing perspective, today's communications companies are facing a number of pressures related to increased competition, high costs, channel complexity and workforce-related issues. The very nature of the sales organization is changing as carriers transition from selling wireline and wireless offerings to selling convergent, value-added products, as well as managed and professional services. Companies also are expanding into more global markets and pursuing growth in new customer segments such as small and medium businesses. Evolving customer demands require more agile sales strategies and far more flexible incentive management programs.

Achieving these important goals can be difficult for carriers, however, because of inefficient sales processes, misaligned organizational competencies and increasing costs. Traditional workforce capabilities and selling behaviors also can be a hindrance. In today's more complex selling environment, new attitudes and performance behaviors are needed from the sales force. Solution selling, for example, requires better collaboration across functions, a focus on new kinds of buyers and improved incentive management capabilities.

How Accenture can help
The Accenture Sales Force Transformation offering is a comprehensive suite of analytical assets, methodologies and implementation services, as well as market-leading business process outsourcing capabilities. This solution can help chief sales officers meet the challenges of a converging, multi-product world and achieve high performance. Our offering can help service providers drive more growth from their existing sales force, penetrate new markets more effectively and sell increasingly complex solutions while keeping costs for sales and operations low.

Sales force transformation is a holistic endeavor, focusing on several interrelated components:

• **Sales channel optimization**: Selecting an appropriate mix of direct and indirect channels for taking new services to market and penetrating new customer segments.
• **Incentive compensation management**: Aligning incentive compensation capabilities with sales strategies.
• **Sales operations**: Standardizing and centralizing sales processes to improve sales productivity while reducing expenses and costs.
• **Pricing efficiency**: Increasing top-line growth by reducing price leakage and improving the effectiveness of deal management.

Our sales force transformation offering consists of two unique and distinctive types of solutions to address the sales and marketing needs of communications companies:

**Sales and Channel Services**
This solution provides an analytical approach that enables communications companies to assess their sales capabilities and balance resources across sales channels. It consists of tools and methods to rapidly build strategy, capabilities and infrastructure. The solution also offers technology-enabled processes and solution architectures to enable routes-to-market across customer segments.

**Sales Operations Services**
As a result of diversifying product portfolios and adding new customer segments, companies must redefine what types of tasks are to be overseen by sales operations. By understanding what companies are actually spending on sales operations, re-engineering those sales operations and delivering an end-to-end operations solution, companies can increase their cost savings and reinvest sales representatives’ time into revenue-producing activities.

Based on our experience driving high performance for companies across a wide range of industries, our sales force transformation offering can help communications companies achieve a host of important potential benefits:

• Increased speed to revenue for new products, segments and markets.
• A 15 to 20 percent improvement in direct sales force productivity.
• A 35 to 55 percent decrease in operating expenses.
• Reductions in revenue leakage of 5 to 9 percent.
• A decrease in incentive overpayments by as much as 60 percent.

**High performance delivered**
Accenture has delivered sales force transformation solutions that have helped a range of communications and high-tech companies around the world advance toward high performance. For example, for one global communications equipment provider, we designed and implemented a front-office sales factory transformation program that helped the company reduce cycle time from lead to order by 50 percent. We defined a scalable operating model—pricing, quoting and contracting activities—to support a front-office sales factory.

**Why Accenture**
Accenture offers a truly holistic approach to sales force transformation that can be tailored to the needs of a company. Accenture is a comprehensive solution provider offering end-to-end integration of customer strategy, business process design, advanced technology solutions and business process outsourcing across the sales and marketing function.

Accenture also leverages strong technology alliance relationships across a number of companies so that the technologies chosen for a solution are appropriate to the client’s needs, instead of being selected for proprietary reasons.
Chief marketing officers are under increasing pressure to support their company's aggressive growth and retention targets, while at the same time operating effectively and quantifying the impact of their investments. In light of this challenge, Accenture's Marketing Transformation capabilities help our clients improve their marketing ROI and gain insights into their customers to drive better acquisition and retention.

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Marketing Transformation

Marketing Operations

Supports optimization of marketing channels, and the standardization and centralization of processes to improve marketing productivity and efficiency.

Challenges and opportunities

Chief marketing officers (CMOs) are under increasing pressure to operate more efficiently and to quantify the impact of their investments, even as they begin to drive a new generation of growth. Many companies are looking for better ways to manage and execute marketing in an end-to-end fashion to help improve processes and reduce costs. Traditional technologies and solutions are in many cases not equal to today's marketing challenges. Companies also frequently find that the skills required to execute marketing from an end-to-end perspective are difficult to find, develop and retain.

Marketing executives must identify and manage prospects and leads in both new and existing markets and customer segments while also retaining and expanding their relationships with existing customers. Simultaneously, companies are asking their marketing leadership for a more direct accounting of the function's performance in terms of marketing spend and the effectiveness and efficiency of marketing operations.

Underlying these challenges is the need to manage data effectively to support more agile marketing. Data about internal and external customers is growing at exponential rates, driven in part by the proliferation of both structured and unstructured data—e-mail, conversations, media, tags, documents, Internet pages and more. The problem: Information sources have increased beyond the ability of traditional IT departments to manage and analyze them.

Ultimately, CMOs and marketing organizations must learn how to not only manage vast volumes of increasingly complex data sets, but also to extrapolate and utilize real-time and actionable insights from constantly evolving and complex data feeds.

How Accenture can help

To help communications companies improve their marketing operations capabilities in such areas as planning, budgeting, forecasting, sourcing and digital asset management, Accenture offers a marketing operations transformation solution. This offering can help CMOs more effectively manage and deliver value from their marketing assets, resources and spending.

The scope of this Accenture solution covers:

- Marketing planning and budgeting (planning, budgeting, forecasting)
- Marketing sourcing enhancement (strategic sourcing, creative development, digital asset management)
- Marketing centers of excellence (marketing knowledge repository, communities of practice, marketing academy)
- Interactive data management (managing data across its entire lifecycle)

Based on our innovative assets, extensive experience and specific industry knowledge, this Accenture solution provides our clients with clearer visibility of marketing spending at all levels. It helps companies align spending with strategic goals, and can improve their ability to track and measure marketing return on investment.

Accenture helps communications and high-tech companies achieve high performance through more competitive vendor pricing and by helping to reduce marketing costs through more efficient processes and asset reuse.

Our interactive data management capabilities help companies verify that data is available, accurate, complete and secure across the enterprise and with business partners. We help clients create the ability to manage data from multiple feeds in a unified structure that allows for timely reporting and various kinds of analytics. Effective data management enables better marketing decisions, reduces risks and enhances productivity and operational efficiency.

Ultimately, Accenture's marketing operations transformation solution can improve marketing productivity and speed to market, while delivering better process consistency through the use of leading practices, centers of excellence and programs to build critical skills.

Based on our experience serving a range of companies across the communications and high-tech industries, our marketing operations transformation solution can deliver important potential benefits:

- An increase of 1 percent to 4 percent in annual sales from improved marketing productivity and better allocation of marketing budgets.
- Reductions in campaign execution time of 25 to up to 30 percent.
- Lower marketing costs.
- Better alignment between marketing and sales processes that can reduce business churn and lost opportunities.

High performance delivered

Accenture has helped a variety of companies across the communications and high-tech industries drive toward high performance through a transformed marketing operations capability. For example, Accenture worked with a large European communications provider to create an investment decision support system that helps to plan marketing programs and then analyze and record the results of each marketing campaign to improve future planning activities.

Why Accenture

Accenture is a leading provider of customer relationship management and marketing analytics solutions. Our marketing operations transformation solution is a holistic, end-to-end solution that addresses multiple functions and capabilities including process, governance and technology. The offering is tailor-built for marketing—not a retread of general budgeting, procurement and talent management programs.

We also are able to integrate into our marketing operations approaches the knowledge and experience of our related practices in areas such as finance and performance management, supply chain and knowledge management.

In addition, through linkages with the Accenture Interactive Channel Services offering, which encompasses digital marketing, marketing analytics and media management, we provide market-tested methodologies, knowledgeable marketing scientists and experienced strategists to help transform analysis into high-value business recommendations.
Marketing Transformation

Customer Lifecycle Management

Comprehensive solution suite to help improve customer loyalty, increase revenue growth opportunities and retain the most profitable customer relationships while reducing retention spend.

Challenges and opportunities
As the global economy emerges from the downturn, communications service providers are putting in place a new growth and innovation agenda. Pressure is intensifying to drive subscriber growth, reduce churn and increase value per subscriber more efficiently and effectively.

Yet pursuing top-line growth through customer acquisition will be a major challenge as traditional products mature, markets become increasingly penetrated and competition intensifies. Convergent offers and multi-product bundling are difficult to design and manage, and costly to bring to market.

The costs of retaining customers are rising, yet one traditional truth remains: It is less expensive and more profitable to grow the business with existing customers than to attract new ones.

For this reason, many service providers are seeking to improve their capabilities in the area of customer lifecycle management. This business capability looks to more effectively manage all the customer touch points during the entire lifecycle of the relationship with the customer.

How Accenture can help
The Accenture Customer Lifecycle Management offering is a comprehensive suite of analytics tools, methodologies and implementation services, as well as market-leading outsourcing capabilities. Our solutions and services can help enable chief marketing officers to improve customer loyalty, increase revenue growth opportunities and retain their most profitable customer relationships while reducing retention spend.

This Accenture offering focuses on the enablement of several key capabilities:

- **New customer acquisition**: We help our clients design and price offers to grow their share of profitable new subscribers and to better penetrate new markets, geographies and customer segments.

- **Growth and retention of the customer base**: Accenture can help enable service providers to attain deeper insights into their customers, proactively manage customer satisfaction and target growth and retention offers to grow the value of the customer base.

- **Pricing efficiency**: We can help providers increase top-line growth by reducing price leakage and increasing the effectiveness of deal management.

A key component of our offering is our marketing acquisition and retention services. Our assets and resources in this area help communications companies improve their demand generation strategies, which in turn help enable them to grow their customer base and improve customer retention by enabling a more targeted customer experience.

We also help our clients understand at a more detailed level where they are investing in marketing execution and how those investments can be reallocated to reengineer the marketing process and drive improved returns.

A number of innovative and market-tested assets support our work in this area. For example, we have developed tools for customer lifetime value segmentation and for improving the customer experience. We also offer pricing solutions and marketing diagnostics.

Based on our experience with clients, Accenture’s customer lifecycle management offering can deliver a range of potential measurable benefits:

- Recurring gains of 1 to 5 percent of revenue that directly impacts the bottom line
- Improved customer acquisition
- Reduced churn
- Higher margins
- Lower retention costs

**High performance delivered**
Accenture has helped providers around the world drive toward high performance with our customer lifecycle management capabilities.

For example, we helped a major North American provider with a multi-product strategy encompassing its TV, Internet and phone products.

Our work helped the company completely transform its marketing organization. An estimated earnings gain of US$15 million to US$25 million last year is expected to be followed by gains of approximately US$140 million over the next five years. Customer acquisition improved by 140 percent and the company realized direct savings of more than US$15 million in marketing and organizational efficiency.

We also worked with an Asian communications provider on an innovative precision targeting solution to cut costs while helping to reduce customer churn. The program included churn risk assessment, customer value optimization and an offer rule engine. Based on this work, the company reduced churn 40 percent, realized a 15 percent reduction in retention costs and generated US$36 million in additional earnings per year.

For a major European provider, Accenture implemented a market-leading decision management solution to deliver outbound batch and real-time inbound “next-best activity” decisioning consistently across all customer-facing processes and channels. The company has realized an increase of approximately US$3 million (€2 million) in gross operating margin per month through an increased retention rate, decreased retention spend and reduced dilution spend.

**Why Accenture**
Accenture offers end-to-end sales and marketing transformation services. These include an innovative methodology and toolset that transform sales and marketing performance in operations, pricing, channel management, acquisition and retention services.

The Accenture customer management lifecycle solution helps companies achieve high performance by optimizing their sales and marketing functions. We stay in tune with industry trends and develop our solutions based on our extensive experience with clients as well as our deep industry knowledge. We produce industry-specific research and other materials that help steer and validate our focus.
Accenture Communications Solutions:
Product Innovation

Accenture’s offerings for Product Innovation help address our clients’ needs to build compelling value propositions for the digital home market; to improve their ability to offer compelling and innovative services to the small- and medium-business market; to expand their product portfolio through the mobility channel; and to manage and distribute digital content on a global basis.

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Challenges and opportunities

In a fragmented consumer and technological environment, a multi-platform approach supporting the digitally connected consumer is seen as key to driving profitable growth. Multi-platform flexibility can help providers connect people everywhere and anywhere, on multiple devices, both in and away from the digital home.

In short, the battle for consumer engagement is now being waged on multiple fronts—from linear television to on-demand to online to mobile to tablets.

To meet that challenge, traditional providers are working to transform their operations and platforms to serve consumers' emerging needs and preferences, while new providers are jockeying for position to become the new providers of choice. Monetization models and ways of serving consumers are regularly evolving, and that means different companies' roles within the content value chain are in flux.

How Accenture can help

Accenture's Digital Consumer Solutions can help operators deliver a unified customer experience across devices and platforms—across televisions, PCs, mobile devices and more. Ultimately, these capabilities can drive revenue growth by increasing content usage and advertising-generated revenues, and by improving customer loyalty and retention. Our solutions include:

Over-the-Top TV (OTTV) Solution:
Integrates digital TV broadcasting with digital video over broadband in a cohesive user experience, and enables integration between broadband and broadcast digital video on set-top boxes, Internet-enabled TVs, smartphones and PCs. These capabilities allow operators to give their customers more choice and control over their communications and entertainment experiences.

Based on the Accenture experience, this solution can help operators achieve faster time-to-market; reduce costs by up to 20 to 30 percent; improve margins and revenue growth from advertising and pay-per-view services; and reduce churn rates by up to 5 percent to 10 percent.

IPTV Systems Integration: Accenture has extensive experience deploying and operating large-scale, video-over-broadband solutions. We have developed a series of assets that can help operators across the entire lifecycle of an IPTV program, from launch to operations.

We provide services and solutions in the five key areas of an IPTV program: program planning and management; strategy; content; operations and IT; and network and platform.

In the planning phase of work, we assist clients with business modeling, overall strategy and business proposition, development of the product roadmap and technology selection. We also help conduct trials, measuring outcomes and refining the basic proposition, and then supporting technical testing and technical and operational builds.

At the launch phase, we assist with the build and integration of the platform and network, including the business support systems, operations support systems and service delivery platform. As the operator scales its IPTV offering, Accenture can help with rollout and deployment, as well as technical and operational scaling.

Multi-channel Content Access Solution:
Provides a standard architecture and operations from which communications and content companies can efficiently offer subscribers access to content across a wide array of devices. The solution standardizes the integration points between communications and content companies on the one hand, and programmers on the other, to allow for faster on-boarding of programmers. With Accenture’s multi-channel content access solution, programmers can reduce their costs to integrate disparate systems and operations. They can focus more on providing unique user experiences and making more content available through different channels.

Open Gateway Framework for Service Development: Gives operators an open, modular platform for service creation and execution, to be installed on the access gateway. With this framework, each application can be installed, updated and managed independently from other applications and from the device-based software (e.g., operating system). This approach enables an app store model where applications may be developed by the operator or by any other third party. Ultimately, the Accenture solution can provide operators with a new opportunity to build and maintain customer loyalty, providing plug-and-play services closer to customer needs.

Testing Services: The connected digital consumer relies on a variety of complex services and devices. That complexity requires a more efficient and effective testing process to verify that devices are integrated and working properly. Accenture offers comprehensive testing services that support the full range of development needs—application testing; device testing; network testing (configuration, optimization, validation, etc.); pre-launch optimization; post-launch enhancement; vendor selection management; and training. Accenture's advanced testing services and state-of-the-art lab facilities help companies advance toward high performance by delivering lower costs, faster time-to-market and workload flexibility.

High performance delivered

Accenture helps clients launch and manage new digital consumer services faster and more efficiently. For example, Accenture worked with one multimedia client that provides a content portal and online store that are used to purchase content. Content can be accessed through the portal itself, or downloaded and played locally.

The company was challenged to serve its customers more effectively and profitably because the online and offline user experiences of the portal were not integrated. After the download of content, the relationship between the customer and the online store would be lost, since the content could be played using any device, losing the dedicated connection with the online store.

Accenture developed an innovative multimedia portal for the client, integrated with the content portal. The solution allows customers to browse the online store, purchase, download, manage and play content. This has improved the company's ability to attract and retain customers.

Why Accenture

Accenture has extensive global experience in defining, designing and launching online media distribution platforms that cover a wide array of business models. For example, we built one of the first subscription-based online video platforms in the United States.

Accenture has established practices in the cable, broadcast, entertainment and retail industries, enabling us to understand multiple sides of the evolving business relationship—a capability that is essential to defining how media distribution platforms can be implemented and operated.
Product Innovation

Mobility Services

Comprehensive mobility services including mobile strategy, network infrastructure, enablement, applications, embedded software, testing capabilities and managed services to help enterprises quickly and cost-effectively launch and scale mobile solutions.

Challenges and opportunities

Today, mobile phone users outnumber Internet users by 3 to 1. Over the next 10 years, however, the number of people using mobile phones will in turn be outnumbered by the sheer number of devices—from automobiles and smart meters to vending machines and emergency sensors—that have some form of built-in mobile connectivity.

As the number and variety of mobile devices have risen dramatically, so has their incursion into the enterprise, as well as business-consumer relationships. Indeed, smartphones have transformed how employees interact with each other, as well as how enterprises interface with and support their customers. Furthermore, a new wave of mobile technology innovation is now further extending mobility to a range of machines and devices, all using embedded mobile technology.

Although these developments create exciting opportunities, mobility also increases the complexity of the environment for developing, launching, and managing the underlying systems, applications, devices and networks.

How Accenture can help

To help enterprises seize the business and customer relationship opportunities that mobile technology creates, Accenture offers a number of services for managing the diverse requirements for developing and delivering mobile applications and services.

Mobile Systems Integration

Accenture can deliver innovative custom and packaged mobile solutions tailored to the needs of an organization and its business processes. We provide services and support for designing, building and benefiting from mobility, starting with the right foundation and backed by a holistic, shared strategy and leading supporting technologies. Accenture helps clients develop comprehensive mobile strategies and solution blueprints to achieve their long-term mobility plans. We also deliver innovative mobile solutions that can help improve workforce productivity, generate new business and improve service for customers and citizens.

Wireless Network Infrastructure

To help companies manage the complexity of their wireless network infrastructure, Accenture offers industry-specific wireless network solutions including device and service development, testing and certification, and the deployment and operations of wireless networks. We also offer design, build, testing, deployment and monitoring of wireless operations support systems and business support systems. On top of the wireless network infrastructure, we help our clients with the development, testing and certification of value-added services.

Accenture Embedded Software Services for Mobile Devices

Accenture Embedded Software Services helps companies in the converged industries of communications, electronics, high-tech and software address the conflicting demands of time-to-market, performance and quality for mobile device software and services. Accenture capabilities include leading-edge engineering and technical consulting support, innovative device tuning techniques, advanced error diagnosis, cross-platform architectural consulting, hardware/operating system porting and software development services for individual components and for complete programs. Our services cover the complete embedded software development lifecycle, including architecture, design, development, testing and maintenance of software on legacy products.

Accenture Mobility Operated Services

Accenture Mobility Operated Services (AMOS) can help both mobile operators and enterprises easily launch high-value mobile services quickly while reducing the high initial costs of IT and infrastructure set-up and investment. It also allows clients to reduce the risk and complexity of managing multiple connections to third parties. The market-tested, award-winning AMOS technology platform is integrated with leading communication service providers and business partners. Leveraging Accenture’s global network of cross-industry professionals, a “service store” of ready-to-deploy mobile service applications has been developed for specific vertical industries. This kind of service store is valuable to businesses looking to penetrate mobile channels, and also to telecom operators that wish to offer industry-specific services but need deeper industry experience to execute effectively. Our managed service model can help enable companies to deploy mobile solutions in weeks.

High performance delivered

Accenture is a leader in mobile services and solutions and has a track record of enabling clients to launch and manage new mobile services quickly and efficiently. For example, when the Poste Italiane group announced its intention to sell mobile phone services as a mobile virtual network operator, called “PosteMobile,” Accenture migrated more than 1 million customers to the mobile channel using the AMOS platform, which led to significant new revenue streams and lower service costs.

Why Accenture

For nearly 20 years Accenture has helped businesses integrate and execute their mobile strategies. Accenture brings the ability to design and deliver a wide spectrum of solutions that are device, network and technology agnostic. Each solution is tailored to the needs of the organization—both packaged and custom; managed service or on-premise; and connected to a wide array of back-end data sources.

Other Accenture differentiators include:

• Dedicated resources. The Accenture Mobile Service Center is staffed by a team with deep skills in application development and the extensive mobile know-how needed to help our clients formulate mobile strategies and deliver innovative solutions.

• Global reach. Accenture has built a core set of assets, capabilities and strong client credentials. Our AMOS business has global reach focusing specifically on the European and North American markets.

• Commitment to innovation. Accenture Innovation Centers and Accenture Technology Labs enable us to focus on R&D and innovation to apply insights and experience with the latest mobile technologies.

• Managed integration with mobile operators across the globe. Accenture has broad and deep relationships with the world’s leading carriers, which helps us reduce set-up and integration costs for our clients.

• Significant industry knowledge. We provide a set of vertical mobile solutions developed and delivered by professionals with extensive industry knowledge.
Next-Generation Voice

Enabling the creation of a network environment that is more open, agile and adaptable, and that can accommodate technology change with less risk.

Challenges and opportunities

The communications industry is undergoing a transition from the legacy world of the public-switched telephone network (PSTN) and intelligent network (IN) to one based on IP multimedia subsystems (IMS), session initiation protocol (SIP), and IT-based service logic execution environments (SLEEs).

This IP transformation is not only changing the way people communicate, but also opening the door to innovative, voice-based services. New technologies and platforms make it possible to port voice services from costly platforms based on legacy intelligent networks to open platforms based on standard, less expensive commercial hardware, resulting in a more cost-effective operating environment for new IP-based voice services.

Carriers are now able to support connected devices—smartphones, PDAs, tablets, eReaders and so forth—in a simpler and cheaper fashion. This can reduce dependence on legacy intelligent network vendors, provide richer service integration opportunities and reduce costs.

However, adoption of next-generation voice models and services can be complex and risky. For example, to monetize savings due to reduced floor plan and energy needs, it is necessary to completely switch off the legacy platforms, porting all services and users to the new ones. If this does not happen, overall costs could potentially double instead of being reduced. Also, the substitution of open platforms has a domino effect on all surrounding systems, including the business support systems (BSS) and operations support system (OSS). If these effects are not handled properly, keeping interfaces stable, the potential cost benefits could rapidly disappear and time-to-market for new solutions could actually increase instead of decrease.

How Accenture can help

To help carriers successfully monetize benefits of this IP transformation, Accenture has created a suite of next-generation voice solutions built on innovative, market-tested software assets and supported by extensive network skills and our Global Delivery Network.

Accenture has two primary offerings to support the migration from legacy PSTN to IP-based voice services. Our solution focused on next-generation intelligent networks helps support a smooth migration to more powerful, IT-based call control while maintaining integration with the legacy network. We also have a field-tested offering that helps operators execute a gradual operational migration from the traditional public-switched telephone network to voice over IP (VoIP) and IMS capabilities.

Next-generation Intelligent Network

Central to our offering is Accenture’s solution for next-generation intelligent networks. This solution provides operators with a practical approach to migrating their networks toward an all-IP service layer supporting IMS, while maintaining integration with legacy SS7 networks.

Operators have the option to adopt a smooth migration approach for their legacy services while also having the opportunity to implement new and innovative services on a flexible platform that will help them protect their investments.

Our assets are built upon Accenture’s award-winning service delivery platform (SDP), which has been integrated with the most relevant next-generation intelligent network and IMS products. Connectors to most CRM and provisioning suites are also available, helping to make the transition simpler and safer.

The main advantage of our approach is reducing the impact on the surrounding systems, due to the decoupling we achieve through our SDP software assets. Thanks to the SDP, it is possible to replace the legacy service platforms without changing interfaces and operational processes within the systems connected to them. We also encapsulate the functionalities of the most relevant next-generation intelligent network and SIP/IMS platforms, making the transition to different technologies less risky.

VoIP/IMS Migration

Accenture is working with operators to develop strategies and transformational roadmaps to better navigate the transition from the legacy PSTN and intelligent network to VoIP and IMS capabilities. We are looking at all dimensions of the challenge, including product rationalization, to support the move to new technologies and services, technology migrations, switching center consolidation and operational considerations.

Accenture’s combination of solutions to support the next-generation intelligent network and operating environments (next-generation BSS and OSS), coupled with a long history of helping service providers with their legacy platforms, uniquely positions us to help companies define and drive this transformational journey.

High performance delivered

Accenture’s holistic approach to next-generation voice services makes it possible to substitute legacy platforms and launch new services in a shorter period of time. For example, Accenture helped a large European carrier phase out its legacy intelligent network platform in less than six months, migrating all existing services and users and launching additional services on top of the new SIP-based platform. The project helped the carrier to reduce both capital and operating expenses related to the legacy platform. It also enabled them to launch new services in a matter of weeks—something that would have taken 12 months with the legacy platform.

Why Accenture

Over the past 20 years Accenture has helped some of the largest operators around the world take advantage of new waves of technology and business innovation. This experience, coupled with the skills and software assets in our Innovation Centers, positions Accenture as the ideal provider to help your company benefit from the adoption of next-generation voice services based on IP technology. Accenture offers:

- **Dedicated resources.** A strong team with deep industry and business knowledge, and extensive skills in relevant and innovative technologies and protocols such as SIP/IMS.

- **Global reach.** Around our core software assets, we maintain a network of global professionals, enabling us to support voice transformation and innovation projects in Europe, Asia and the Americas.

- **Experience.** Accenture has already helped leading carriers successfully adopt important innovation waves. This experience helps us serve our clients with market-tested methodologies and implementation programs.

- **Successful vendor relationships.** In our Innovation Centers, such as the Accenture Broadband Innovation Center in Rome, we jointly develop and integrate applications with leading technology vendors, and we test the operational readiness of the technologies they provide.
Product Innovation

Small and Medium Business Services

Strategies, tools, methods and managed services that can help companies capitalize more rapidly on the growth of the small- and medium-business market segment.

Challenges and opportunities

Today’s communications service providers are increasingly targeting routes-to-market for small and medium businesses (SMBs). As traditional markets become increasingly competitive and over saturated, companies are struggling to grow revenues from their enterprise customer base. In response, they are looking down market to smaller and mid-size companies—those with anywhere from five to 1,000 employees. Annual revenues for such enterprises are generally in the range of US$5 million to US$500 million.

There is good news and bad news when it comes to developing a routes-to-market strategy for the small-and medium-business marketplace. The good news is that millions of these companies exist. The bad news is that few communications and high-tech companies have the operational processes, sales capabilities, controls and analytics in place to cope with the more complex demands of the SMB marketplace. And without those capabilities, a foray into the small and mid-sized market wilderness could turn out to be only an expensive failure.

How Accenture can help

Accenture’s small and medium business services offering is a comprehensive set of strategies, leading-practice processes, tools, methods and managed services that can help companies achieve high performance by capitalizing more rapidly on the growth of the SMB customer segment. Accenture has the ability to go beyond simply analyzing the SMB market to help providers figure out how to strategize and operationalize their businesses to profit faster from the SMB opportunity.

To help providers develop their capability to serve the SMB marketplace, we leverage our successfully demonstrated assets, methodologies, deeply experienced resources and our Global Delivery Network, focusing on two main areas in particular: unified communications and collaboration (UCC) applications; and software-as-a-service (SaaS) capabilities.

Unified Communications and Collaboration Applications

Our small-business applications offering leverages our award-winning Service Delivery Platform (SDP) solution, which helps service providers reduce the costs and risks of new-product development while supporting a more effective collaborative development environment.

Beginning with our SDP assets and leading practices as a foundation, we have integrated UCC service platforms from leading vendors to offer a distinctive solution featuring:

• A hosted managed service delivery model.
• A complete set of communication applications, including IP Centrex, VPN and messaging.
• Comprehensive collaboration applications for file and desktop sharing, mobility and security.

Software-as-a-Service Model

Many companies have already started utilizing a SaaS model for consuming cloud computing, customer relationship management, e-mail and other technology applications. Accenture has tapped into its global technical experience to create a SaaS platform that can be rapidly customized for providers to launch new products and services for small and medium businesses.

High performance delivered

Based on Accenture’s experience driving high performance for a variety of clients in all geographies, companies may realize a host of important benefits from our offering:

• Faster, less expensive launch of new products and services: For example, Accenture worked with a provider to launch its SMB business in only five months by leveraging a SaaS platform and a UCC solution.

• Increased profitability of the SMB unit: For one client, Accenture helped increase the profitability of its SMB unit by 10 percent over two years by creating and executing an effective routes-to-market plan.

Our SaaS platform has been utilized by clients to rapidly, inexpensively and efficiently bring managed services to market. For instance, we provided a SaaS solution to one of our large clients that delivers a hosted and managed exchange for their commercial customers. The service has been operational for more than two years. We also have developed SMB strategies and an SMB portal for several communications operators.

Why Accenture

Our small and medium business services offering is grounded in several unique Accenture capabilities:

• Breadth and depth of skills in designing and operationalizing successful go-to-market strategies.

• Market-leading customer relationship management capabilities that help our clients win the battle for the SMB customer.

• Market-tested consulting, systems integration and business process outsourcing experience—and the ability to blend these competencies to create a one-of-a-kind offering.

• Alliance relationships with many of the world’s leading service providers, as well as many of the emerging players poised to revolutionize service delivery.

• Industry-leading program implementation and management capabilities and highly skilled, global professionals prepared to help you achieve high performance.
Digital Content Services

An end-to-end suite of integrated and scalable digital media solutions that helps organizations across all industries to capture, convert and control high-definition online video from anywhere to everywhere on any device—TV, PC or mobile.

Challenges and opportunities
Consumers increasingly expect anytime—anywhere—anyhow access to content, due largely to the proliferation of new technologies and handheld devices. This expectation has increased the urgency among companies across all industries to win and engage talent, customers and potential clients.

This new digital frontier means that companies must create, store, share and access digital content quickly, efficiently and securely if they are to compete effectively. They must be able to distribute digital assets to multiple devices across all major channels. That in turn requires having in place an end-to-end supply chain infrastructure to drive and secure revenue growth.

Service providers need a scalable, customizable platform to enable services to complement existing networks. They must find ways to manage and deliver content in a high-quality and cost-effective manner.

How Accenture can help
Accenture Digital Content Services is uniquely positioned to help companies increase the value of digital media through an end-to-end suite of integrated digital media solutions.

A critical component of Accenture’s digital media business is Origin Digital, an Accenture company, acquired in 2008. As the leading global IP broadcasting company, Origin Digital has enabled many of the world’s largest companies to manage the delivery of their video content to any device, in any format.

Origin Digital has developed unique media delivery solutions to address a range of communication needs:

OEM Odaptor
Makes multi-screen, multi-platform viewing a reality for a mainstream audience. This solution offers a flexible, Web-based application that enables ready aggregation, transformation, management and distribution of digital media and video assets. Odaptor is independent of any single encoding solution, which enables us to swap out, adopt new standards and use leading encoding software without material impact to end users.

The Odaptor platform also provides a unique solution for handling user-generated content.

Intelligent Video Solutions (IVS)
A customizable, end-to-end solution that incorporates the Odaptor back-end technologies with the addition of another layer of functionality, a front-end media player. The IVS model enables companies to collect, organize and distribute video and traditional media through an accessible and controlled Web-based environment. Companies can provide high-quality multimedia communications, improving message delivery and reducing travel costs required for face-to-face communications. The platform also provides authorization controls for access to content.

Event Services
Our event services provide a full range of event production for live, prerecorded, on-demand, and 24/7 online broadcasts. With its state-of-the-art facilities, Origin Digital uses industry-standard broadcast and production gear, allowing us to apply the same high availability and quality of service seen in broadcast to the IP delivery space.

Global Content Distribution Network (CDN) Aggregation
Our distribution network enables an organization to balance the capabilities of available CDNs to leverage their strengths and compensate for some of their limitations, such as scale, reach, format, security and analytics. Origin Digital has established relationships with the major CDN providers so Accenture can offer access to the leading platforms in the industry, providing flexibility to help meet our clients’ business needs.

VideoTone for Mobile
By using VideoTone for Mobile, content owners can leverage market-leading encoding applications, software and hardware to transform their content into premium video for mobile users. Through the use of Odaptor and our IVS platform, the VideoTone platform provides an end-to-end workflow to bring live and on-demand video to the mobile medium.

High performance delivered
We have worked with some of the most admired FORTUNE 500 companies to transform their communications into powerful video and multimedia formats that have made an impact for their audiences around the world.

Our client list includes major companies across the industries of communications, media and entertainment, software, high-tech, financial services, consumer products and more.

Why Accenture
Accenture, together with Origin Digital, has a track record of providing customers with integrated solutions that address their needs in the continuously evolving and expanding market for digital content and services. Accenture and Origin Digital have worldwide resources and industry-leading experience that enrich the services provided to clients.

For more than 10 years, Origin Digital has been applying the rigors of broadcast television to the world of online video streaming. Today, as an Accenture company, Origin Digital combines the latest media and content management technologies with extensive broadcast experience to provide a suite of services that dramatically improves communications and advances our clients toward high performance.
Accenture Communications Solutions:  
Network Operations

Accenture’s Network Operations solutions and services help our clients deploy new and profitable networks and services; reduce network operations costs through improved planning and optimization; facilitate an effective migration to next-generation organizations, processes, and operational support systems; and adopt new network outsourcing business models.

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Network Operations

Broadband Deployment

Accenture provides the guidance, structures and resources to help service providers drive revenue growth and cost savings by effectively deploying and supporting high-speed broadband networks.

Challenges and opportunities

Consumer demand for high-speed networks is strong, but effectively monetizing broadband deployment will be a challenge. Operators hope that higher speeds will translate into higher subscription fees, but whether consumers will be willing to pay more to get more is uncertain at best. In the end, margins will continue to be tight. The increased demand for data services means that operators must rethink how they plan and engineer their networks to keep up with demand—balancing long-term market needs with short-term profitability.

Many providers are challenged when it comes to both wireline and wireless broadband deployment because they lack the capacity to plan, build, integrate, deploy and operate a new network. They may not have the skills, or available personnel, to enhance their organization, processes and systems to support new network architectures and technologies.

Given these challenges, it is imperative that service providers begin with a careful network strategy and planning phase, setting forth a realistic and properly phased investment plan. Providers must consider a broad range of issues: profitable customer segments and geographies, regulatory constraints, effective business-case development and, perhaps most important, customer migration strategies that will enable a provider to shut down its legacy network environment to reduce expenditures.

How Accenture can help

Accenture helps providers deploy high-speed broadband networks at less cost and risk, improve the efficiency of network operations and deliver innovative products more effectively. With a shorter plan-to-build time to activate networks and services, companies can generate new sources of revenue faster.

Our advanced planning, capacity and engineering tools can increase the return on network investment by enabling a more targeted rollout of the broadband network to the right customers, in the right geographies, at the right time and at the right capacity, while reducing rework. These tools also help enable the cost-effective use and migration of legacy networks, balancing the need to maintain minimum service quality standards while helping maximize available capital for the new network.

Our offerings, spanning both wireless and wireline broadband networks, target all aspects of deploying and operating a network efficiently, including network planning, service delivery and assurance, and workforce effectiveness.

- **Wireline broadband networks:** We provide a full set of capabilities to support service providers in planning, deploying and operating their next-generation fixed access and distribution networks, including FTTH, DOCSIS, Ethernet/VPLS, IP/MPLS and other technologies.

- **Wireless broadband networks:** Accenture helps service providers in planning, deploying and operating their 3G and 4G broadband wireless networks and next-generation services. We offer advanced skills and solutions in machine-to-machine services, including technology integration.

We help our clients develop and implement strategies for hybrid networks, assess regulatory implications and analyze impacts on the network organization, processes and IT infrastructure. Other aspects of our advanced broadband deployment offerings include:

- A transformation strategy that includes a realistically phased investment plan.

- Customer migration strategies that help enable shut down of expensive legacy network environments.

- Operating processes that allow for network efficiency, including service introduction.

- Testing of network technologies and configurations.

- A next-generation operations support system to support service fulfillment and assurance.

- Service delivery platform and value-added services for revenue generation.

High performance delivered

Accenture is delivering successful broadband deployments all over the world. For example, for a major WiMAX operator in western Europe, Accenture designed the network deployment process that includes details on third-party management and subcontractor framework agreements. We also worked with a large Latin American mobile operator to prepare a countrywide mobile broadband network strategy with a detailed rollout plan that covered multiple technical and commercial scenarios.

TerreStar Networks, Inc. chose Accenture to help them build North America’s first all IP-based fourth-generation wireless communications network, which will provide voice, data and streamed media to users at data rates higher than those of existing wireless communications networks.

A company’s operations support system (OSS) must be capable of supporting its broadband network and offerings, and Accenture serves multiple clients today with comprehensive OSS solutions. For example, we helped a US wireless carrier assess its 3G IT strategy and develop a 3G OSS functional architecture. We worked with the IT staff to analyze both in-house and best-of-breed OSS applications, and then developed a strategy for migration to a 3G OSS. We have performed a similar assessment for an East Asian wireless network operator, identifying the technology and marketplace trends affecting its OSS and helping the company migrate to a new OSS framework.

A technology and business innovator, Accenture also has developed an OSS suite based on open source capabilities. One of our WiMAX clients in western Europe has used that suite to drive a more favorable total cost of ownership.

Why Accenture

Accenture’s work with clients consistently earns industry recognition. We have won multiple industry awards as a trusted delivery provider to our clients, including two CTIA Awards—in the “Best Enterprise ROI” and “4G Service Creation and Development” categories.

Acknowledged as an industry leader, Accenture has been named by FORTUNE magazine as the most admired IT services company for three consecutive years. Total Telecom has called Accenture the “unchallenged market leader”. And in its 2010 report, Gartner has ranked Accenture first in worldwide revenue and market share for BSS, OSS and SDP for cable, satellite and multi-system operators.

Our strategic alliances with best-in-class vendors can enable us to leverage tailored, leading-edge products to fit the needs of our clients.

Network Operations

Network Outsourcing

Helping operators transform their network operations to achieve strategic cost reduction while maintaining high levels of quality and service.

Challenges and opportunities

New research from Accenture and TM Forum shows that network executives are primarily concerned about two issues: rolling out next-generation networks to handle the increase in data services traffic and achieving the lowest possible cost for operating their network.¹

To reduce costs in a sustainable way and to accelerate the rollout of next-generation networks, some network executives are outsourcing discrete functions or tasks such as legacy infrastructure maintenance, service provisioning, network design and testing. However, compared to IT outsourcing, which is now a mature field, the network is lagging in its use of outsourcing.

Accenture believes network operators have an opportunity to get ahead of their competition by outsourcing increasing areas of network operations. Based on Accenture experience, carriers using a network outsourcing model can cut network operations costs and expenses from 25 percent to 50 percent, and increase revenues per employee by more than 50 percent. By outsourcing non-value-add aspects of their network operations, companies can support investments in service areas that have potential to provide long-term growth opportunities.

How Accenture can help

Accenture helps providers identify the right choices for outsourcing, and we provide a comprehensive suite of network outsourcing services. Our solutions help clients increase the predictability, reliability and quality of the network-based services delivered to their own organization and to their end-customers by helping them move to a network outsourcing model.

Accenture’s network outsourcing services cover a wide range of functions and processes:

Field Force Services: Helps increase workforce productivity though process improvement and training enhancement, helping field organizations improve the performance of their technicians and existing technology.

Provisioning Services: Flexible service provisioning to help operators rapidly scale up their operations cost effectively.

Network Application Outsourcing Services: Supports the application outsourcing lifecycle from transition to service delivery, creating new business value and quality improvements of 50 percent or more.

Network Testing Services: An end-to-end device and service testing capability that can lower operational costs.

High performance delivered

Better overall cost management is essential to today’s operators to help drive growth, and Accenture’s market-tested network outsourcing services support these efforts to drive out cost. For example, we identified US$6.7 million in savings opportunities for a major European communications company within four months by retiring unused leased circuits and negotiating more favorable managed services contracts. We also worked with WIND, a leading Italian provider, to transform its cost structures by improving its network, procurement and business processes, identifying savings equivalent to 16 percent of the company’s total baseline operational costs.

We have provided outsourced testing services to SFR, the leading fixed/mobile alternative operator in Europe. SFR introduces more than 100 new mobile phone models each year. Outsourcing the testing of these increasingly sophisticated and personalized devices to Accenture has enabled SFR to reduce unit costs by at least 15 percent, and also to industrialize the device qualification process.

Accenture provides outsourced provisioning services to KPN, the leading telecommunications provider in the Netherlands. KPN was challenged to invest in new, higher-bandwidth networks while concurrently maintaining its legacy networks and offerings. KPN decided to outsource part of its provisioning operations toAccenture, and the outsourcing arrangement has already achieved impressive results, such as an increase in customer satisfaction, a 9 percent increase in quality of service and significant cost reductions. Employee motivation also has been strengthened, with professionals previously dedicated to provisioning being reallocated to new technology projects.

Why Accenture

Accenture has a unique combination of network outsourcing and telecommunications industry experience. The result: Not only do we provide market-leading network outsourcing services, but we also are adept at helping companies deliver measurable outcomes from those services.

Capabilities such as these are part of the reason Accenture was ranked number one on the 2010 International Association of Outsourcing Professionals (IAOP®) Global Outsourcing 100™ list, marking the third consecutive year Accenture has been recognized.

¹ Accenture and TM Forum research, 2009, focused on the western European network outsourcing marketplace.
Network Operations

Service Provisioning and Management

Capabilities to assist clients with the process and organization dimensions of provisioning their broadband and legacy networks and services, helping them improve service and reduce costs.

Challenges and opportunities

For a network provider, effective service provisioning and management are key to achieving long-term competitiveness and high performance. Providers with superior capabilities in this area can speed time-to-market, improve customer satisfaction and reduce operating costs through improved automation, better visibility and more effective management of quote-to-cash processes.

Fulfillment and assurance processes are increasingly complex, however, spanning wireline, wireless and content delivery domains. One of the most significant challenges of implementing these complex systems is their impact to the organization and the need to implement new processes to better align with the packages. Ultimately, a holistic approach across technology, process and people/organization is key to delivering effective service provisioning and management capabilities.

Creating these capabilities is challenging to most providers, however, and their service fulfillment and assurance processes are therefore often costly and inefficient. Companies face challenges such as order fallout, unknown capacity, extended delivery intervals and slow time-to-market for new products. These shortfalls can damage a company's competitiveness by leading to increased costs to service orders, delayed revenue streams and customer dissatisfaction.

How Accenture can help

Accenture has developed industry-leading capabilities and solutions for provisioning and managing broadband and legacy networks and services. We offer a managed services platform to help service providers manage IP, voice and data services for enterprise customers. We also have offerings in end-to-end service fulfillment, quote-to-cash capabilities and enhanced trouble-to-repair functions for a combination of legacy and broadband networks and services.

As a leading management consultancy, technology solutions provider and outsourcer, Accenture can tap into broad and deep capabilities covering process engineering, advanced technologies and organizational change. Effective service provisioning and management requires advanced technologies (see our next-generation operations support systems (OSS) solution for more information) and broader management capabilities if an advanced solution is to be embraced across the entire company.

The following are some of our specific service provisioning and management capabilities:

Service Fulfillment
Accenture helps wireline, wireless and cable providers automate their order fulfillment processes, reduce cost and impact from fallout, and integrate order processes across technology and provider domains. Our capabilities include:

• Integrated order management: We apply industry-leading management consulting, systems integration and technology assets to enable flow-through ordering and the establishment of a scalable infrastructure for future needs. Our capabilities can help put in place business processes that improve business operations and the customer experience.
• Network outsourcing: Advanced outsourcing capabilities in key areas including fallout management, provisioning and porting.
• Process engineering: Helping clients redesign order fulfillment and management processes.
• Organizational change: Assistance with identifying and managing the effects of service delivery changes on the rest of the organization.
• Network inventory management: Helps lay the foundation for capacity planning and engineering, service activation and provisioning and network creation.
• Network operations optimization: Helping carriers take cost out of their network through tools such as leased line optimization.
• Provisioning: Helps operators develop end-to-end service fulfillment capabilities in areas such as order entry, service and circuit design, third-party provisioning, service test and activation and customer-facing order management. Our outsourcing capabilities include end-to-end provisioning, as well as an innovative managed services offering called the Accenture Porting Service, to assist with processing third-party porting.
• Service Assurance
This solution helps providers build and manage next-generation services while helping to reduce implementation time, cost and risk. We help wireline, wireless and multi-service operator (MSO) providers to more rapidly recover from service outages, proactively identify service degradations and manage and report on customer service level agreements (SLAs).

Our established offerings include:

• Fault and performance management
• Trouble management
• Service testing and diagnostics
• Network operations center management and consolidation

Accenture's approach to service assurance looks at each of the new triple-play services that are being launched by providers and helps recommend a well-suited service assurance solution that can be offered to deliver the goals of improving service availability and reliability. Our service assurance solutions leverage market-leading vendor products, which can give clients a solution that is tailored to their needs and circumstances.

High performance delivered

Accenture has delivered service provisioning and management solutions for communications companies around the world. For example, at KPN, the leading service provider in the Netherlands, Accenture proposed a custom business processing outsourcing arrangement for KPN's provisioning for its narrowband services. Accenture helped KPN assess which processes could be outsourced and which processes should remain onshore. This extensive due diligence helped reduce business risks and supported the successful transition of efficient processes. KPN already has achieved impressive results, such as improved customer satisfaction, a 9 percent increase in quality of service and significant cost reductions.

Why Accenture

Accenture has extensive experience in service provisioning and management, with numerous patents pending. We have demonstrated in client environments our ability to help companies speed time-to-market, improve customer satisfaction and reduce operating costs through improved automation, visibility and management of end-to-end quote-to-cash processes.

Accenture can help an operator shift from a reactive, customer-driven trouble management model to a proactive, fault management and service-quality management approach, which can help reduce operating costs and improve customer satisfaction for trouble-to-repair processes.
Network Operations

Network Cost Reduction

Consulting and technology solutions that help carriers right-size network costs, and then enhance network-related organization structures, processes and systems over time.

Challenges and opportunities

To compete more effectively in a challenging marketplace and to support required network investments, operators are looking for ways to cut spending wherever possible. The network is a critical area for cost reduction, given that an operator’s network infrastructure typically represents between one-third and one-half of its operating costs.

Operators are often constrained, however, because typical network cost reduction initiatives are primarily audit-driven. They offer temporary benefits but fail to lock in sustainable, long-term savings. Providers are looking for solid ideas and methods to help them reduce costs in ways that do not compromise their longer-term competitiveness.

What is needed is a broader approach to network planning and optimization that can improve how networks are planned and built, and then how they are managed over time, to save on capital expenditures. A strategic approach is required that funds structural initiatives aimed at achieving sustainable results and high performance.

How Accenture can help

With our network cost reduction offering, Accenture provides communications companies with the cost optimization activities that work to right-size network costs, and then put in place ongoing controls that help maintain these savings over time. Through a combination of consulting services and integration of third-party software, Accenture can help companies achieve a level of control and cost efficiency previously unattainable.

Accenture can deliver these long-term network efficiencies and savings by using a comprehensive and scalable expense management methodology that improves service levels and reduces spending, often from 15 percent to 30 percent.

Our telecom expense management capabilities are backed by rigorous and effective cost reduction methodologies through a full range of services enabled by the Accenture Global Delivery Network. Our services consist of:

- **Network enhancement**: Unused/underutilized circuit audits, least-cost routing, hubbing and grooming, vendor/technology migrations.
- **Strategic controls**: Procedures to establish a cost basis, refine financial controls and establish statistical process controls.

  The result is real-time visibility into the financial health of a provider’s spending, helping to identify opportunities for immediate, as well as long-term savings.

  We also provide the broader network planning and optimization activities that consider the related organization and the process and IT implications of scaling the network infrastructure to meet ongoing business needs.

Our network cost reduction offering can deliver tangible potential benefits to our clients:

- **Significant, immediate cost savings**: Our network cost reduction initiatives are often virtually self-funding due to the cost savings delivered. We help companies drive rapid tactical savings (demonstrated as high as 30 percent) and then assist them in using these savings as a source of funds to either transform ongoing strategic controls or to support other critical initiatives requiring capital investments. We deliver these results by reviewing third-party telecom/network spend and billing, improving the telecom/network infrastructure and reducing voice costs through an analysis of third-party telecom infrastructure, billing and voice traffic data.

  **Longer-term savings through holistic planning, optimization and cost management controls**: By measuring, refining and automating cost management processes—and by taking a more holistic look across the organization, processes and related IT systems—Accenture can help companies efficiently drive ongoing cost savings while providing better relevance to the business and support from the entire organization.

High performance delivered

Accenture has experience helping operators around the world drive toward high performance through network planning and cost reduction initiatives. For example, we identified US$6.7 million in savings opportunities for a major European communications company within four months by identifying unused leased circuits and optimization of managed services contracts.

We also worked with WIND, a leading Italian provider, to transform its cost structures by optimizing network, procurement and business processes, identifying savings equivalent to 16 percent of the company’s total baseline operational costs.

Accenture also helps operators manage costs more effectively by identifying processes and functions that can be handled more cost effectively through an outsourcing solution. Accenture performs a range of outsourced services for our clients. For example, we have provided outsourced testing services to SFR, the leading fixed/mobile alternative operator in Europe. Outsourcing the testing of the company’s increasingly sophisticated and personalized devices to Accenture has enabled SFR to reduce unit costs by at least 15 percent, and also to industrialize the device qualification process.

Why Accenture

The Accenture network practice is staffed with highly experienced professionals and certified telecom expense management specialists with more than 140 years of collective strategic expense management experience. We offer resources in onshore, offshore and near-shore locations. A highly effective “SWAT team” approach can help drive immediate savings while providing quick and cost-effective strategic solution development and implementation.

We work with major, industry-leading software providers in the area of expense management. Accenture can tailor a cost reduction initiative to a client’s particular strategic needs and then implement and operate those solutions to help the company achieve long-term cost reductions and advance toward high performance.
Challenges and opportunities

The workforce is essential to delivering the new services needed to stay competitive in the communications industry. To achieve high performance, communications companies must transform their workforce talent to perform in better and more efficient ways. Companies must address a variety of workforce inhibitors in their organization structures and processes, and also provide ongoing learning and reskilling opportunities so that the field workforce has the expertise needed to provide competitive advantage. Failure to address these areas can cause time-and-profit-sapping service delays, and lead to excessive customer dissatisfaction and churn.

Creating a competent workforce is a tough challenge, especially for companies with geographically dispersed talent. How can a service provider help confirm that field force personnel are capable and motivated to do the right things? How can accurate and timely information be delivered where it is needed? How can the workforce perform faster and more effectively with fewer mistakes, always with an eye toward delivering great customer service?

Part of the answer lies in giving field forces innovative, continuous and accessible training and tools to help them perform tasks well, and to help them rapidly gain the new knowledge and skills required to make them highly efficient, next-generation technicians.

How Accenture can help

Accenture’s workforce transformation offering is a suite of methods, tools and capabilities that can raise the competency levels of technicians and mobile workers, and can help companies develop and deploy the workforce in a cost-efficient manner.

We help a company create an effective field force operating model for its unique goals and needs; develop an improved scheduling and dispatch capability; and provide innovative training and support tools for the workforces involved.

Our distinctive capabilities and solutions in workforce transformation include the following:

Accenture Managed Field Force Service

This managed solution offers rich, end-to-end functionality with a predictable per-technician-based monthly cost. The service offers pre-integrated capabilities and applications for scheduling, dispatch and operational rules that can be configured to support the business and operational priorities of each enterprise. This service can help operators deliver the productivity gains their field operation needs to achieve high performance with faster deployment, lower operational costs, increased technician productivity and enhanced customer satisfaction.

Accenture Workforce Management Process and Training

This holistic approach can improve workforce performance though process improvements and training enhancements. Our solution helps field organizations improve the performance of their technicians and their existing technology. Companies also improve their ability to capture and transfer knowledge to newer or less experienced technicians, and then to support the continuous learning necessary to keep up with today’s rapidly changing technologies.

Accenture Learning Academies

Accenture Learning Academies help our clients enable their critical workforces to work in alignment with business strategies. We provide training content (reusable, custom and off-the-shelf content as well as blended learning solutions) and a training delivery infrastructure.

High performance delivered

Accenture is an industry leader in the field of talent and organization performance. We have worked with major providers all over the world to improve the performance of their workforces. For example, we helped BT with a major workforce development initiative when the company was looking to move from a traditional communications company to one focused on software and services, with customer service acting as the prime marketplace differentiator.

Accenture and BT worked together to create an environment for continuous, networked learning, enabling BT to achieve its workforce transformation goals in support of its new business strategy. Based on Microsoft SharePoint, the solution uses existing technologies and investments and resulted in significant cost savings for BT that can be redirected to other transformational learning and business initiatives.

We also worked with Vodafone D2 to help the company meet the organizational challenges that had arisen based on the company’s rapid growth in recent years. A combination of strong organic and acquisitive expansion had resulted in a sustained period of “hyper-growth” during which organizational challenges were often managed by adding resources and separate organizational units, rather than engaging in a more fundamental redesign. As the CTO organization grew over time, its structure gradually moved out of an optimal alignment with its core processes and customers’ needs.

Vodafone D2 teamed with Accenture to plan and implement a comprehensive transformation program to redefine the core organizational units, processes and governance structure of the CTO area. With Accenture’s help, Vodafone D2 transformed its CTO area into a streamlined and agile organization aligned with its business needs and operational goals. CTO Helmut Hoffman illustrates this by saying: “Together with Accenture we have built an efficient and results-oriented organization that enables us to manage our services across all technology layers and is fully focused on our internal and external customers. This new organization prepares us for the future and enables us to reduce time-to-market and costs while further increasing transparency, quality and customer satisfaction.”

Why Accenture

Accenture is a global leader in workforce transformation and has completed more than 100 workforce engagements around the world and across all industries. Our experience in field workforce diagnostics has helped us develop a market-tested methodology to complete workforce assessments. We have innovative assets such as predefined benchmarking tools, key performance indicators, capability frameworks, process models and a business case methodology.

Accenture has strong relationships with field force software and device vendors. Our market-tested solutions include an end-to-end architecture with supporting applications, numerous mobile solutions, and e-learning and training simulation solutions.
Accenture Communications Solutions:  
**IT Transformation**

In today's competitive communications marketplace, companies have an opportunity to build a sustainable competitive advantage through IT by rapidly assessing and exploiting new technologies. Accenture's IT Transformation solutions and services do more than just reduce IT costs—they help our clients align their IT investments with their strategic business imperatives, and can deliver improved IT return-on-investment through modern and cost-effective IT capabilities.

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IT Transformation

Service Delivery Platform

An award-winning, open service delivery platform that facilitates faster, more cost-effective and more customer-centric service development in today’s Web 2.0 environment.

Challenges and opportunities

The ability to rapidly create, deliver and manage new and compelling customer-centric services is more important than ever to companies in the convergent industries of communications, high-tech, media and entertainment. Companies are facing a period of unprecedented change as the traditional lines separating these marketplaces blur and disappear in the IP era.

There is a degree of urgency and threat here. Today’s challenging economic conditions are focusing every company on cost management in the short term. Even before the most recent economic crisis, however, communications and high-tech companies were experiencing erosion of their traditional sources of revenue. They also have been facing fierce new competition from other types of enterprises—from media and entertainment firms to consumer electronics companies to grocery chains and banks—with strong brands and a loyal customer base.

Recent Accenture research into new-product development and innovation has found that companies that are successful in meeting these challenges and speeding innovations to market faster than their competitors are leveraging an open innovation approach—one that relies on effective collaboration with third parties.1 Yet such collaborations also present risks: managing multiple players to budgets and deadlines.

How Accenture can help

To help communications and high-tech companies drive toward high performance through open innovation in this challenging, convergent marketplace, Accenture has raised the bar on traditional service delivery platforms with a “Service Delivery Platform (SDP) 2.0.”

With an open SDP capability, as well as a market innovation—an SDP “docking station” that provides a basic set of SDP functionality in a matter of days—the Accenture Service Delivery Platform Solution helps companies drive toward high performance by facilitating faster, more cost-effective and more customer-centric service development.

By integrating an ever-increasing number of critical enablers—from access to applications to network to the business support system and operations support system—the Accenture Service Delivery Platform Solution can help companies unleash the power and new revenue streams of the Web 2.0 environment, driving high performance even in challenging economic times.

The following are core functions of the Accenture SDP 2.0:

- **Service Management**—Provides the run-time environment for managing service development and service exposure control.
- **Business Process Orchestration**—Provides process orchestrations and business process modeling capabilities.
- **Service Orchestration and Brokering**—Provides “blended” services logic, orchestrating events across network and service platforms, external platforms and systems (e.g., third-party gateway, portals, network elements and OSS/BSS).
- **Converged Subscription Management**—Provides the aggregated master of all the technical data needed to provision, activate, execute and operate value-added services.
- **Content Delivery**—Provides comprehensive administration of the content repository, as well as dynamic and multi-type content delivery functionalities (e.g., adaptation, repurposing), and management of content rights with both content providers and end users.
- **Security/Access, Authorization and Accounting**—Provides common functions for network and service platforms to control the user access and track events for accounting purposes.
- **Policy/Quality of Service**—Provides both generalized and specialized policy decision points to manage service-level agreements and quality of service.

Accenture has demonstrated the ability to generate up to 75 percent savings on service creation with our Service Delivery Platform Solution. We also have demonstrated our ability to reduce a company’s time-to-market for new services by up to 75 percent. One organization has cut the time needed to launch a new campaign from several weeks to one day.

High performance delivered

Accenture has recently helped Turkcell—a major European mobile communications provider and the leading operator in Turkey—upgrade its service delivery platform architecture to facilitate new subscriber offerings such as music downloads and data services. Designed for multi-network convergent environments, Accenture’s SDP 2.0 solution for Turkcell significantly advances Turkcell’s ability to offer compelling services across multiple networks by using common Internet Protocol standards. This approach gives Turkcell a key competitive advantage and enables them to seize the IP convergence opportunities in today’s fiercely competitive marketplace.

MTN, one of South Africa’s largest cellular network operators, with more than 34 million subscribers globally, also has worked with Accenture on a program to roll out a service delivery platform to enhance their data services in South Africa. The company benefited from the Accenture Service Delivery Platform Solution’s service-oriented architecture to facilitate integration across all services.

The Accenture solution has assisted in enabling the cost-effective launch of new services that are cementing MTN as an innovator in the South African marketplace.

Why Accenture

Accenture has more than 25 installations of our Service Delivery Platform worldwide and we have won three major awards for our SDP work with clients. We support some of the world’s largest implementations for clients that include traditional communications companies, as well as a growing base of nontraditional players including 4G companies and mobile virtual network operators. More than 25 million subscribers are being served—right now—by our solution.

In its 2010 report, Gartner has ranked Accenture first in worldwide revenue and market share for BSS, OSS and SDP for cable, satellite and multi-system operators.2 In another 2010 report, Accenture also received an overall “Very Strong” score from Gartner in the Strategic Scorecard for Vendors of Next-Generation Service Delivery Platforms.3 We maintain a powerful network of alliances with leading companies in the service delivery platform marketplace, enabling us to harness leading technologies and products into our solution.

Next-Generation Business Support Systems

A comprehensive suite of solutions and assets that can help providers improve the business value of their sales support, marketing, customer relationship management and billing functions.

Challenges and opportunities

Competitive industry challenges and shifting customer demands mean that today's communications service providers must have highly flexible and cost-effective business support systems (BSS)—the systems that provide sales support, marketing automation, customer relationship management and billing functionality.

An effective and cost-efficient BSS can help providers deliver a superior customer experience, accommodate the timely launch of new products and services, spur revenue growth and increase customer retention.

However, many providers are challenged to implement and maintain effective business support systems. An Accenture survey of 100 leading service providers worldwide found that ineffective billing capabilities were the cause of an average 4 percent loss in revenue annually among enterprise customers and a 9 percent loss among consumers.1 Overcoming these kinds of shortcomings and inefficiencies is becoming an urgent imperative to driving profitable growth and high performance.

How Accenture can help

The Accenture Next-Generation Business Support Systems (BSS) offering is an integrated and comprehensive suite of capabilities that can help providers improve the business value of their sales support, marketing, customer relationship management and billing functions.

The solution manages end-to-end pre-sales to post-sales processes and can help deliver a consistent and personalized customer experience across multiple delivery channels. Our capabilities range from rapid creation and support for a service operator's next-generation billing functionality to identifying leakage problems, operational inefficiencies and opportunities for additional revenue gains. Our Business Support Systems offering is based on a number of innovative and market-tested solutions and assets:

• Campaign Execution Solution: Manages end-to-end, pre-sales to post-sales processes, enabling marketing functions to develop campaign cycles while facilitating campaign execution, through to comprehensive multi-channel campaign planning and management capabilities.

• Sales Force Automation Solution: Combines market-leading applications with Accenture's communications industry experience to provide effective sales management that enables providers to leverage best practices for sales and to increase revenue potential.

• Customer Care Solution: Based on leading software packages, this solution offers comprehensive customer care coverage. It provides multi-channel customer relationship management capabilities that enable providers to leverage leading practices for sales, marketing and service.

• Billing Solution: Addresses key client needs to establish new or improved billing and customer care capabilities to help increase revenue generation, avoid revenue leakage and rationalize pre- and post-paid billing architectures:
  - Convergent Billing Solution: Focuses on rapid creation and support for billing functionality required for today’s varied communications environment: billing for content, real-time rating, convergence and integrated pre- and post-paid solutions.
  - Billing Outsourcing Services: A comprehensive service in which Accenture enables the transformation and the operations of a provider’s BSS/billing capability.

• Revenue Assurance Solution: Provides the capabilities to continually scrutinize and fine-tune revenue-related processes, identifying leakage problems, operational inefficiencies and opportunities for additional revenue gains.

Our Business Support Systems offering can help deliver tangible potential benefits for service providers:

• Reductions of up to 30 to 50 percent in BSS development time because of the ability to reuse Accenture's modular assets.

• Cost reductions of up to 20 to 30 percent by leveraging the Accenture Global Delivery Center network that offers high-quality and lower-cost offshore resources.

• Faster time-to-market for new product and services deployment.

High performance delivered

Accenture has helped service providers around the world advance toward high performance with advanced BSS solutions.

PosteMobile

PosteMobile, a mobile virtual network operator (MVNO), chose Accenture as its mobile virtual network enable (MVNE). Accenture completed the design and implementation of PosteMobile's infrastructure in less than five months. Accenture built 102 interfaces, integrated 41 systems and enabled 14,000 dealers and Poste Italiane offices to sell mobile services. PosteMobile extended access to its existing postal and financial products via mobile phones, while leveraging wireless technologies to offer innovative, revenue-generating services. Today, the company leads the Italian MVNO market.

European Mobile Phone Company

This European mobile operator, which offers UMTS services to 9 million customers, was able to deliver a single pre-paid/post-paid convergent platform with Accenture. The billing system supports a wide range of mobile communication services (voice, video, data, mobile Internet and mobile TV) and entertainment, information, cinema and sports areas. All services are provided both for pre-paid and post-paid with a real-time convergent rating solution enabling improved cash flow and strong control on fraud and bad debt.

Why Accenture

In its 2010 report, Gartner has ranked Accenture first in worldwide revenue and market share for BSS, OSS and SDP for cable, satellite and multi-system operators.2 Accenture's global BSS and billing practice has delivered projects for more than 200 communications clients, supporting billing services for more than 200 million subscribers. We also have a network of 3,000 professionals around the world who specialize in BSS services.

Accenture also has a strong network of relationships with key BSS vendors and a successful track record of implementations. To deliver our solutions, we harness a global network of delivery resources, industry experience and deep, specialized skills present in all major geographies.


Next-Generation Operations Support Systems

A comprehensive technology offering that supports the new OSS requirements of all-IP networks—the IT systems that handle network engineering, order management, service assurance, inventory management and application outsourcing.

Challenges and opportunities
For communications companies to achieve high performance based on their distinctive network capabilities, they must now consider the deployment of all-IP networks. Failure to move to these next-generation networks will inhibit their ability to meet customers’ increasing expectations for new IP-enabled services, resulting in a loss of competitive advantage.

The shift to all-IP networks involves fundamental changes to network operators’ operations support systems (OSS)—the IT systems that manage the network and service infrastructures, and that interface with business support systems (BSS) applications such as billing and customer relationship management.

New network capabilities will require the introduction of new OSS functions such as customer device management, content management and network configuration management. Other existing functions such as application monitoring, configuration and change management will need to be strengthened to operate more effectively in an all-IP environment.

These new challenges mean that a generic OSS is no longer an option. Although some core OSS components may be standard, many new solutions require customized OSS extensions. This requires IT capabilities that may not be readily available at many operators.

How Accenture can help
To help service providers work through and accommodate the profound changes caused by all-IP networks, we have developed the Accenture next-generation operations support system offering. This suite of solutions, services and assets is organized around five key capabilities:

Network Engineering
Accenture’s network engineering capabilities span both outside and inside plant engineering, as well as capacity management capability. Our network engineering and planning services can deliver a cross-company capability for common engineering functions and standards, and a capability for centralized design engineering services.

Order Management
Our order management capabilities consist of industry-leading experience and assets to help enable flow-through ordering and the establishment of a scalable infrastructure for future needs. The solution enhances adaptation to business processes that positively impact business operations and customer experience.

Service Assurance
Accenture works to provide a service assurance solution that is appropriate to the new triple-play services that are being launched by providers—a capability that can improve service availability and reliability. Our solutions are developed from a variety of different vendors’ products, which helps us to create the service assurance solution that is appropriate for the client’s environment and business goals. With a comprehensive service assurance capability, providers can launch new services with the knowledge that their services can be delivered at the levels expected by the consumer.

Inventory Management
Accenture’s network inventory management capabilities and assets help our clients gain a more accurate view of their network assets. In this way, providers achieve a more precise understanding of capacity for assignment of network resources to both customer and internal network orders. They also achieve flow-through provisioning of network assignments, which improves the overall order interval needed to meet customer order commitment dates and service level agreements.

OSS Application Outsourcing
Accenture’s OSS application outsourcing services help network operators analyze their current application inventories and rationalize or reconstruct them to provide better services at reduced cost.

We provide a range of services such as business requirements definition work, high-level design, detail design, build and test. These are augmented by support activities such as ongoing maintenance, resolving issues with the applications, and making enhancements to the applications outside of the primary release process.

To help clients manage the broader implications of these technology changes, Accenture also offers deep skills and offerings in organizational change and process engineering. See our “Service Provisioning and Management” offering.

Our offering is supported by an innovative architecture framework that combines dual perspectives: An OSS common framework contains the OSS functions needed for addressing the network transformation challenges required for any next-generation network platform, regardless of the service or underlying technology of the platform. Then, an OSS extensions framework provides additional OSS capabilities to support today’s important network solutions and domains such as VoIP, IPTV, IP-VPN and more.

High performance delivered
Accenture has supported providers all over the world in their creation of next-generation OSS capabilities. We helped an Asian wireless network operator assess its 3G IT strategy, identifying the technology and marketplace trends affecting its OSS and helping the company migrate to a new OSS framework.

For a European 3G wireless network operator we created an architecture for the company’s Universal Mobile Telecommunications Systems-based OSS, and then formulated the requirements supporting the new OSS implementation.

Why Accenture
In its 2010 report, Gartner has ranked Accenture first in worldwide revenue and market share for BSS, OSS and SDP for cable, satellite and multi-system operators.1

Accenture provides an end-to-end OSS solution to manage the delivery of dynamic services based on multiple network technologies. Our architecture framework can support all critical types of next-generation network platforms—mobile 3G, fixed broadband, IP-VPNs, IPTV, WiMAX, VoIP and cable. We also help our clients in areas such as customer device management, order management, service quality management, network planning and configuration and change management.

Our strategic alliances with leading vendors help us to leverage tailored, leading-edge products to fit the needs of our clients.

Challenges and opportunities
To help increase customer profitability and achieve high performance in today's marketplace, telecommunications and cable providers need richly detailed, 360-degree views of their customers—who they are, what they want and how they use the services they buy. That means being able to make sense of terabytes of customer data coming from more sources than ever before.

In short, the challenge is to generate customer insight—leveraging advanced business intelligence and analytics capabilities—to operationalize customer centricity and help improve channel profitability. Companies need integrated views of their customers—the ability to see all the communications products and services that their customers use. Providers also must be able to analyze their product mix to assess the impact of new offerings on existing bundles.

Many communications companies do not have in place, however, the analytics and business intelligence capabilities and tools that can provide a 360-degree view of consumers and enterprise customers, while also squeezing out all unnecessary costs.

With better business intelligence capabilities based on advanced analytics and a powerful data warehouse, companies can tailor their offerings to their customers' needs, shape demand and improve the value they derive from their diverse information assets.

How Accenture can help
A market leader in the fields of business intelligence, data warehousing and analytics, Accenture offers a comprehensive business intelligence solution that is helping clients around the world derive better business value from their customer information. This analytics-enabled solution supports companies in collecting and analyzing both internal and external data to create a more comprehensive picture of their customers—their interests, behaviors and decision-making processes.

The solution gives companies unprecedented visibility into their customers' demographics, buying behaviors and usage patterns across product portfolios. Accenture's powerful modeling capabilities enable marketers to experiment with different product mixes and quickly pinpoint those that generate the strongest revenue growth, highest margins and greatest customer loyalty. Accenture's innovative and interactive dashboards provide real-time, easy-to-understand displays of how decisions affect revenue streams and profitability.

Our business intelligence solution is based on several advanced and innovative assets:

- A convergent data warehouse delivering an integrated, 360-degree-view of customers and products across multiple key performance indicators and dimensions.
- A match-and-merge engine to identify customers who buy multiple products.
- Innovative models for demographics analysis and behavioral segmentation.
- A product mix analyzer that can identify opportunities to increase average revenue per user (ARPU) across different product mixes and bundles.

The offering also delivers several innovation dashboards and reporting tools. For example, the strategic segmentation dashboard provides unparalleled richness on a company's customer segments, with detail on everything from sociodemographics to competitors' market shares.

Other dashboard views and reports give at-a-glance detail on costs for customer retention and acquisition, as well as costs to develop new offerings, quantifying the customer's affinity for a particular product or service.

Accenture's business intelligence solution can deliver a host of critical benefits. Our offering can help companies generate higher revenues from new multi-play offerings, more effective cross-selling and better pricing on closely targeted bundles. Companies also can improve retention and the lifetime value of subscribers.

Accenture also helps providers cope more effectively with rapid changes in demand, helping them test and launch innovative offerings more rapidly and cost effectively.

High performance delivered
Accenture provides advanced business intelligence and analytics solutions to today's leading communications companies across the globe. For example, we worked with one European communications leader to help develop a unified view of its business customers, matching internal data to information from external sources. The intent of the program was to create more effective market segmentations. With better customer profiles, the company would be better able to pinpoint which customers had the greatest potential for new business.

The segmentations made possible by Accenture's business intelligence capabilities also have helped the company create a comprehensive "customer file"—a one-page view of relevant account information that enables the sales force to serve customers better and increase up-selling and cross-selling success.

Why Accenture
Accenture has more than 16 years of experience providing data warehousing, data management, integration and analytics solutions to hundreds of clients. We have completed thousands of information management-related projects with global clients who benefit from our vendor-independent, strategic relationships with the market's key players.

We have more than 16,000 professionals in our global information management and analytics practice, with deep skills and knowledge in information management processes, strategies and technologies. The information management services team weaves enhanced capabilities into a comprehensive array of offerings designed to help clients harness, view, manage, analyze and store data, text and other information to improve decision-making, financial and operational management and customer service.

Accenture has long-term relationships with the top technology providers in the business intelligence and analytics marketplace. And our highly efficient network of more than 50 delivery centers worldwide leverages repeatable processes, world-class assets and highly skilled professionals to deliver fast, cost-effective and high-quality solutions.
Application Management

Application outsourcing services that can industrialize application development, maintenance and support activities to align IT investments with a company's strategic imperatives.

Challenges and opportunities
Information technology applications are the lifeblood of a global company and support the effective execution of its business processes. But the challenges of supporting heterogeneous application environments are growing in today's complex IT environment. Those applications also are a significant portion of overall enterprise IT spending. As much as 75 percent of a typical company's IT budget is spent maintaining current IT operations and functionality.

Organizations clearly want to drive those costs as low as possible. But high-performance businesses are looking to do so without sacrificing the business capabilities that maintain their competitive position: serving customers, driving new-product innovation or entering new markets.

An increasing number of companies are pursuing outsourcing solutions to help them achieve their business, technology and cost management goals. Application outsourcing can create new business value through the enhancement of application portfolios, improved ROI, decreased total cost of ownership and enhanced business performance.

How Accenture can help
Over a 20-year period, Accenture has worked with more than 600 organizations around the world to help them advance toward high performance through application outsourcing. Our industry-leading, industrialized capabilities provide a high quality of service at competitive costs.

Our application outsourcing services improve the performance of our clients' businesses by enhancing the value delivered by their IT function. Building on a foundation of labor arbitrage savings, we can industrialize application development, maintenance and support activities to align IT investments with a company's strategic imperatives.

We can help enhance the application portfolio, improve ROI and reduce total cost of ownership—all while improving quality up to 50 percent and increasing productivity as much as 40 percent. Ultimately, we can help transform the IT function to deliver measurable improvements in business value.

Accenture offers multi-dimensional services, support for different types of applications and flexible business models to drive greater business value and, ultimately, high performance from application outsourcing:

- **Services:** We take fresh approaches to application development and application management and offer a flexible spectrum of application outsourcing solutions.
- **Breadth of applications:** We can focus on a single application, a group of applications or an entire portfolio of software applications. We have deep skills and experience in all leading business packaged applications as well as custom and industry applications.
- **Business models:** We adjust our outsourcing engagements to meet a client's specific needs, carefully considering size and complexity.

We support a broad range of specific application outsourcing solutions—application development and maintenance, legacy modernization, support, testing, design-build-run, capacity services—as well as outsourcing for specific software packages such as Microsoft, SAP and Oracle.

High performance delivered
Accenture has delivered application outsourcing services to more than 600 companies around the world. For example, we worked with a South American communications company on an application outsourcing arrangement that has increased productivity by 20 percent and cut its production backlog in half, while also reducing application costs between 20 percent and 30 percent.

Why Accenture
Accenture is a market leader in application outsourcing services, providing cost-competitive and flexible solutions that drive down cost and drive up the business value a company derives from its IT applications.

Several qualities and capabilities in particular distinguish Accenture in the marketplace of application outsourcing providers:

- **Reliable provider:** The Accenture brand and reputation as an application outsourcing leader have been built on maintaining mutually beneficial, long-term relationships.
- **Superior global delivery:** Our application outsourcing work is supported by more than 40,000 specialists operating out of the Accenture Global Delivery Network—more than 50 centers located on five continents, delivering multilingual support 24 hours a day, seven days a week.
- **Innovation leader:** Innovation is a part of our culture, and Accenture has a long history of breakthrough thinking and practices. Every day, new leading practices in the form of processes, tools and methods are developed as a result of ongoing work with clients and then are shared with our thousands of talented delivery professionals.
- **Integrated, multi-tower solutions:** Accenture provides services beyond the outsourcing of single business functions. We can help clients consolidate multiple business functions and underlying IT systems using Accenture as the single service provider, guided by a common system of governance.
- **Obsessed with performance:** Accenture's commitment to performance, and to continuously improving that performance, can be seen in everything we do. Our goal is nothing less than using application outsourcing as a means to achieve high performance.
Challenges and opportunities
In recent years, network operators have experienced a proliferation of servers and disparate systems throughout their IT infrastructure. As they look at their IT environments today, companies see several troubling trends. Demands for data center space and system administration have increased, leading to higher operational costs, slower service and less time for revenue-generating activities.

Companies also suffer from inefficient server and storage utilization. Resource utilization is typically less than 20 percent for servers, and sometimes as low as 5 percent. Storage utilization is often below 30 percent. General overcapacity is resulting in an unnecessarily high total cost of ownership of infrastructure and hardware assets. This situation is made worse if organizations have poor asset management control.

How Accenture can help
Accenture's data center infrastructure offering focuses on the restructuring of an organization's IT infrastructure to reduce costs and improve control by enhancing server resource requirements. Accenture adds value to an organization's server initiatives by providing methodologies, significant experience and established relationships with key IT infrastructure vendors.

Accenture can deliver significant operational savings through IT transformation and data center infrastructure consolidation through centralization, headcount reduction and cost avoidance. By implementing server rationalization and a virtual infrastructure, Accenture can consolidate key infrastructure components by up to 50 percent or more.

Core to our data center infrastructure solution is the Accenture next-generation data center (NGDC), a new type of data center that uses technology more effectively to provide flexible support to the business while also using less power. NGDC focuses on technology and operations to provide a top-down, service-oriented infrastructure that enables variable services and costs through utility computing—in effect, providing a private cloud computing capability.

The primary components of our data center infrastructure solution include:

- Server virtualization and optimization
- Storage transformation
- Database technologies
- Orchestration and provisioning
- Data center design and location consolidation

Accenture can help transform a provider's operations as well through capabilities such as business service management, service delivery and IT asset management.

We also have extended our capabilities to help clients in their migration to cloud computing. We help clients extend their IT provisioning capabilities to take advantage of both private and public clouds, thereby enabling true end-to-end IT service provisioning and management.

In addition to the NGDC, our data center infrastructure solution is enabled by several innovative and market-tested assets that industrialize the planning and delivery of a data center infrastructure project:

- Data Center Consolidation Methodology: A comprehensive set of methods that helps organizations manage the complexities of IT transformation and data center consolidation.
- Delivery Workbench: An industrialized delivery workbench that enables practitioners to reduce the risks of implementation and improve on-time and on-budget delivery of complex programs.
- Offshore Capabilities: An offshore delivery capability, linked to our delivery workbench, that leverages the Accenture Global Delivery Network.

High performance delivered
Accenture has been delivering data center infrastructure solutions to clients around the world for 10 years. Based on actual implementations of the Accenture solution, companies have the potential to realize the following benefits:

- 25 to 35 percent reductions in server total cost of ownership through consolidation and removal of underutilized assets.
- Reductions in the number and types of servers to be managed, leading to a decrease in long-term system and network management costs.
- Operating cost reductions of up to 40 percent while increasing agility.
- Acceleration of a company's return on investment—a typical break-even period is less than one year.
- Up to 49 percent savings in power costs.

Why Accenture
Accenture is a leading provider of data center infrastructure solutions. We have global resources and relationships to mirror a company's locations, and we have intellectual assets and toolkits to facilitate cost-effective initiation and execution of infrastructure programs.

We have strategic knowledge and insights gained from analyzing thousands of end-user computing platforms at many of the world's largest organizations. We use this experience to generate measurable business results from data center technology and operations.

Accenture's data center infrastructure solution is also hardware and software agnostic. We promote the re-use of existing assets and we team with major hardware vendors and providers to implement solutions that are right for our clients' environments, unrestricted by a commitment to a proprietary platform.

We have a market-tested project management and delivery methodology, as well as a broad range of assets, that enable us to accelerate results for our clients and help propel them toward high performance.
Enterprise Resource Planning

Market-leading resources, methods, accelerators and tools, as well as strategic vendor relationships, that support cost-effective ERP solutions with less risk and more business impact.

Challenges and opportunities

Enterprise resource planning (ERP) systems have demonstrated their power to add value to an organization's bottom line. A well-integrated ERP system and enhanced business processes are significant factors in helping a business outperform its competitors over the long term.

Historically, communications companies have been focused on investing in their operations support systems and business support systems, and many have formed their own ERP function by integrating multiple market solutions. Although that approach can sometimes meet a company's short-term needs, it also can cause long-term inefficiencies and increase the risk of not gaining the full benefits from the integration of current or future ERP system requirements.

Today, many leading communications companies are moving to commercially available ERP packages so they can realize the benefits of an integrated ERP solution—one that enables better integration across a company's global operations while providing real-time information to improve decision-making.

How Accenture can help

Accenture is a leading provider and integrator of advanced ERP solutions. Our SAP and Oracle practices combine our strong reputation for effective delivery with extensive technical knowledge to develop effective ERP business capabilities and resources. We have deeply experienced ERP talent, innovative tools and assets, and an enduring strategic relationship with SAP and Oracle that helps extend the value of our clients' investments.

Among our market-tested assets are the Accenture Delivery Methods and our Global Delivery Network, which enable Accenture to bring communications companies industry-leading practices in designing and delivering ERP systems.

Our proprietary accelerators, tools and enablers make Accenture uniquely capable of meeting the full breadth of our clients' business needs across multiple functions such as customer relationship management, supply chain, human capital management, product lifecycle management and finance and performance management.

Accenture can deliver a host of powerful benefits to communications companies through our ERP delivery capabilities:

- Real-time information for better decision-making and relevant analysis to drive improved business performance.
- More timely, accurate and complete business reporting, providing a single view of the financial and operational performance of the enterprise.
- Provision of common business processes across operations.
- More consistent accounting policies and controls across the business.
- Development of a consistent system of records for HR and payroll information.

High performance delivered

Accenture has worked with leading communications companies worldwide to help them achieve high performance through advanced ERP implementations. For example, leading US cable provider Comcast teamed with Accenture to enhance and integrate the company's HR processes to support a more effective talent management capability. Once the business processes had been improved and aligned, Accenture implemented SAP ERP Human Capital Management (HCM). The new system has made it possible for Comcast to manage its talent much more effectively over the long term, enhancing its ability to serve existing customers and attract new ones.

Accenture's deep ERP skills also are at the heart of many advanced finance solutions. For example, in 2007, UK communications service provider BT engaged Accenture to help transform its finance IT system by implementing a single global instance of the Oracle eBusiness suite. The solution was designed to provide not only a single global instance, but also a single process running across its more than 200 legal entities around the world. This approach, coupled with a finance outsourcing solution (also managed by Accenture), has enabled BT to reduce the cost of running its finance back office and has provided consistency around the globe with the same IT and processes embedded in all the company's entities.

Why Accenture

For communications companies looking to improve the effectiveness and efficiency of their operations, Accenture provides a combination of the business process reengineering and implementation services of one of the world's most experienced consulting firms, coupled with a fully integrated suite of software packages from the world's leaders in ERP software.

Accenture has a long and successful history working with both Oracle and SAP, and has developed deep skills and methodologies with them. Our alliance relationships with Oracle (19 years of collaboration) and SAP (more than 30 years of collaboration) provide extensive access to vendors for questions and technical assistance on ERP implementations, such as escalation procedures to effectively resolve problems.

Accenture has a combined practice of more than 44,000 skilled ERP professionals uniquely qualified to provide implementation, upgrade and application outsourcing solutions across the entire Oracle suite. We also have more than 26,000 SAP-skilled practitioners located in 47 countries—one of the largest pools of practitioners in the world—providing consulting, solutions and services leveraging SAP's business applications.

Accenture also has been the recipient of multiple awards. We were recognized by the Cable & Telecommunications HR Association (CTHRA) for our achievements with the Comcast HCM program, earning the 2009 industry excellence award “Best Practices Resulting in Operational Efficiency.”

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In the face of merger/acquisition activity, economic uncertainty, complexity in products and pricing, and dispersed and fragmented operations, chief financial officers and chief operations officers are looking for new approaches to turn their company's corporate operations into a powerful and cost-effective engine to accelerate growth. Accenture has a comprehensive set of solutions and capabilities that improves operational excellence across critical business functions including the supply chain, finance and human resources.

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Supply Chain Transformation

An end-to-end strategy for re-architecting the supply chain at lower cost—aligning supply chain strategy with business needs, generating new synergies, and prioritizing cost savings and service improvements.

Challenges and opportunities

Many communications companies have grown in recent years through mergers and acquisitions. However, because such companies are often unable to effectively integrate the supply chain across the new, larger organization, they are not taking full advantage of the scale they have acquired. Regional, fragmented approaches continue to limit their effectiveness.

Yet, coordinating operations across business units is more important than ever, since a convergent marketplace means that traditional product lines are blurring, and cross-functional, cross-geography and inter-corporate supply chain coordination is essential.

Companies in the communications and high-tech industries are now seeking to reposition their supply chain for significant and sustainable value creation. To successfully transform the supply chain, a communications company needs to:

• **Realign** by using the supply chain as a means to create competitive advantage in the marketplace.

• **Redefine** by increasing the scope of the supply chain from functional domains to a more holistic view (i.e., cross-functional relationship with other internal units, and extended supply chain).

• **Rebuild** by creating sustainable positioning, deploying an appropriate balance of internal and external capabilities.

How Accenture can help

To drive the supply chain efficiencies necessary to achieve high performance in today's communications and high-tech marketplace, Accenture has created a supply chain transformation offering. This solution involves an end-to-end strategy for re-architecting the supply chain at a much lower cost structure.

Accenture's offering helps companies to generate new business value from their global supply chain. The following activities take place as part of the solution:

• Aligning the supply chain strategy with the evolving business environment of the communications industry, migrating away from a model in which organizations, processes, facilities and services are segmented by business unit or material category, and toward an operating model that segments operations by customer or demand type.

• Finding and generating synergies by leveraging supply chain capabilities across business units and material categories.

• Evaluating and prioritizing the cost savings and service improvements made possible by the new cross-business-unit supply chain approach.

• Implementing programs in asset optimization and enhanced, supply chain-wide visibility that provide immediate funding for the ongoing transformation process.

For a typical communications company with US$50 billion in annual revenue, these programs have been demonstrated to yield savings of up to US$400 million—savings that can then be used to fund initiatives with longer payback periods.

The Accenture supply chain transformation offering is underpinned by a set of assets and solutions that allows Accenture to help communications companies develop and implement new strategies on an accelerated timeline:

• **Supply Chain Strategy Formulation:** Benchmarks and leading practices by function and by material category to quickly assess performance, gaps and opportunities. We also have developed network and device supply chain operating models, organization models and technology blueprints. Custom business case frameworks identify both quick-hit savings opportunities as well as transformational cost-saving initiatives.

• **Supply Chain Modeling:** A pre-built, advanced suite of modeling tools, and a dedicated pool of modeling professionals available immediately to provide capabilities for our clients.

• **Functional Experience:** Key performance indicators for device, network and indirect supply chains, as well as functional process models and toolkits by material category. We also have deep, ongoing relationships with third-party logistics, repair and supply chain service providers.

High performance delivered

As one of the world’s largest and most successful supply chain management groups, Accenture has the experience, capabilities and insight to help companies and governments develop world-class supply chains that drive high performance. For example, at Siemens Network (now Nokia Siemens Networks), the company’s supply chain was inhibiting its drive to reduce costs while enhancing service. Accenture helped Siemens Network transform its supply chain using a prototype of SAP Advanced Planner and Optimizer to improve demand forecasting and enhance collaboration, providing a platform from which to achieve high performance.

This Accenture implementation, and the concurrent redesign of related processes, helped the company achieve impressive improvements in business performance:

• A 33 percent decrease in target forecast errors.

• A 50 percent reduction in nonconformance costs, resulting in savings of US$5 million.

• A new ability to perform statistical forecasting at an aggregated level.

• Better and more streamlined data flows between forecasting and planning.

Why Accenture

Accenture has extensive supply chain experience in the communications industry. We currently are engaged on supply chain projects at a number of global communications companies and leading carriers worldwide. We have deep experience in strategies needed to drive costs out and drive up service performance in network and consumer supply chains.

Our global supply chain management practice is a market leader, with more than 15,000 professionals around the world engaged in helping our clients advance toward high performance through a stronger, more flexible and dynamic supply chain.
Sourcing and Procurement

Solutions and assets to help providers develop more effective and efficient procurement capabilities aligned with the unique requirements of each spend segment.

Challenges and opportunities

Rapidly evolving technologies and the emergence of new business models have contributed to the sudden expansion in cost-reduction and growth opportunities associated with procurement. Most businesses, however, are unsure about how to transform their procurement organizations to consistently reduce procurement costs while helping to increase value from supplier relationships.

As companies renew their strategies for profitable growth, the potential cost savings available from a more efficient, streamlined and effective procurement organization are definitely on executives’ radar screens. For the typical company, procurement costs represent at least 20 percent of annual revenues. And, because more strategic sourcing can typically reduce supplier spend by 7 to 12 percent, the savings can add up to impressive benefits: US$110 million for each US$1 billion of non-strategic spend.

However, many internal procurement transformation initiatives are underperforming, and companies are falling behind competitors more adept at sourcing and procurement. Accenture research into the link between procurement mastery and high performance has found that organizations whose procurement capabilities warrant “master” status enjoy productivity levels that are 30 percent higher than companies of lesser stature. Yet the masters’ procurement organizations typically cost half as much to run. Lower cost and higher productivity are the hallmarks of procurement mastery.

How Accenture can help

Accenture has designed a suite of procurement offerings that can help companies develop high-functioning procurement capabilities aligned with the unique requirements of each spend segment.

Our deep procurement experience and knowledgeable professionals help service providers focus on three elements:
- Quickly finding ways to reduce total cost of ownership in their supplier spend.
- Obtaining greater value through global strategic sourcing, working capital requirements reduction and supplier development.

To achieve this ambitious goal, Virgin Media set its sights on improving efficiencies and trimming expenses across the company, such as its third-party spend on goods and services. Accenture worked closely with Virgin Media’s procurement resources, key internal customers and finance representatives to identify third-party spend savings opportunities across the business in excess of £150 million (US$300 million) over three years.

Why Accenture

Accenture has end-to-end transformational experience in sourcing and procurement. We have worked with more than 300 leading global clients in 50 countries on transformational global sourcing programs. Our practice includes more than 1,900 sourcing and procurement specialists; 15 percent of the personnel are in emerging markets, giving us a truly international perspective and capabilities.

We also are a leading proponent of advanced research into supply chain and procurement mastery. Over the last five years, Accenture has investigated the supply chain and procurement performance of companies, with more than 1,300 inputs from nine industries across 19 countries and six supply chain functions. Our procurement mastery research gives us the ability to execute rapid, high-quality assessments of our clients’ procurement capabilities to pinpoint capability gaps. That insight improves our ability to then help our clients transform their procurement functions to achieve high performance.

Challenges and opportunities

Confronted by difficult economic times and by a broader global competitive environment, businesses and governments are increasingly turning to their finance organizations for better cost control and risk management—and for innovative ways to improve overall business performance. Chief financial officers (CFOs) are spending ever-greater portions of their time on strategy and leadership, while intensifying their focus on finance and accounting fundamentals in response to cost pressures, heightened regulatory scrutiny and demands for greater transparency.

The finance organization has a huge impact both on the short-term competitiveness of an enterprise as well as its long-term viability. The challenge companies face is how to leverage new strategies, technologies, methods and skilled talent on a consistent basis to create a finance organization that provides adequate controls and risk mitigation, while supporting the kinds of business ventures that drive high performance.

How Accenture can help

Accenture offers extensive services, deeply skilled resources and innovative offerings that already have delivered measurable improvements in business performance for communications and high-tech companies. Our suite of integrated offerings in finance and accounting covers an important spectrum of capabilities:

- **Corporate Finance Solutions:** Assisting CFOs in setting the agenda to create the necessary corporate finance capabilities that contribute to better performance of the enterprise as a whole.
- **Finance Operations Solutions:** Providing a focus on developing effective and efficient back-office capabilities to create the foundation for finance and performance management mastery.
- **Enterprise Performance Management Solutions:** Enabling organizations to link strategy with execution to produce sustainable, profitable returns, central to the strategic agenda of the enterprise.
- **Risk Management Solutions:** Helping organizations both mitigate the risks of negative events as well as encourage the positive, entrepreneurial initiatives that align risk and reward in search of high performance.

Accenture has the breadth of experience, global delivery capabilities, superior assets, deep knowledge and research-based insights to help chief financial officers manage costs and drive profitable growth to keep them on the path to high performance.

Our finance and accounting offering is supported by several innovative and market-tested assets:

- **Accenture Finance Executive Network:** Accenture’s exclusive, members-only forum that allows members to access relevant thought leadership and experienced Accenture professionals.
- **Accenture Benchmarking Services:** A robust finance benchmarking capability.
- **Shared Services Delivered:** Accenture’s interactive, comprehensive guide for executing a shared services implementation.
- **Accenture Finance and Accounting BPO Services:** Outsourcing capabilities to help companies address their cash flow and liquidity challenges, and deliver immediate and sustained cost management.
- **Tax Transformation Delivery Methods:** A methodology to deliver tax transformation projects from assessment through to deployment.
- **Enterprise Performance Management Diagnostic:** A structured methodology for assessing a company’s EPM capabilities.

Through our offerings, delivered by deeply experienced professionals and supported by the Accenture Global Delivery Network, Accenture can help communications and high-tech companies worldwide realize a host of important potential benefits:

- Develop a deep, fact-based understanding of the existing finance function, organization and workforce against their market peers and then create a vision for how the finance function could deliver enhanced value in the future.
- Reduce finance costs as a percentage of revenue to enable finance agility without jeopardizing control.
- Achieve process excellence through leading practices, standardization, organization and measurement.
- Allocate resources to prioritized initiatives and critical-path activities.
- Proactively protect shareholder value against the adverse impact of business disruption.

High performance delivered

Accenture has delivered successful finance and accounting solutions for communications and high-tech companies around the world, helping them advance toward high performance. For example, we helped a European communications provider improve its finance operations by moving to a shared services model and implementing a single ERP solution. This work has enabled the company to improve its finance function, consolidate its disparate accounting procedures into one global system and strengthen its market position.

Why Accenture

Accenture’s Finance & Performance Management practice maintains a dedicated core of thousands of experienced professionals in finance and accounting capabilities across 49 countries. We also provide finance and accounting outsourcing services through our network of global delivery centers that leverage common assets, tools and people.

Accenture manages a focused portfolio of strategic alliances—companies that range from established leaders to emerging innovators. This alliance approach enables us to enhance our offerings while remaining responsive to market changes.

Accenture is acknowledged by multiple industry analysts as a market leader in such areas as business intelligence, performance management services, systems integration and finance and accounting BPO.

Accenture also has a strong reputation as a thought leader in the finance and performance management industry. Through our High Performance Business research initiative, we continue to explore the relationship between finance mastery and achieving high performance.
Challenges and opportunities
Cash flow is a critical measure of viability for communications companies around the globe. Whether under pressure to grow revenues, more accurately capture and monitor revenues or determine how to enter new markets, virtually all wireline, wireless and cable companies have a similar goal: to increase cash flow as much as possible.

To achieve this objective, communications companies rightly focus on strategic growth initiatives or marketing objectives. However, no matter how hard companies work to increase their margins, they still may be letting revenue leak away. How much? On average, Accenture experience shows that revenue leakage can cost communications companies from 1 to 5 percent of revenue annually.

Many companies recognize such a revenue leakage problem and attempt to fix it. But they typically use a tactical revenue assurance project to do it, perhaps by installing an off-the-shelf application or by conducting a departmental process review to stem the flow. Unfortunately, this market approach to revenue assurance is short-sighted. Quick-hit projects will not solve the underlying cash flow problem. Companies need to fix the leakage permanently.

How Accenture can help
The Accenture Revenue Assurance Solution provides a complete set of capabilities and services both onsite and offsite, including consulting services, systems integration capabilities and a managed services option. Our capabilities can help companies recover revenue at risk, prevent revenue losses, reduce fraud and improve customer satisfaction.

Drawing on our experience implementing revenue assurance solutions for some of the world’s leading wireless, wireline and cable companies, Accenture can help companies adopt an ongoing revenue assurance program that monitors key points along the entire customer lifecycle—from initial customer order through cash collected. Much more than a one-time project, our revenue assurance capabilities can deliver organizational, process and technology changes that can lead to high performance.

Our offering consists of assets, packaged methods and tools to quickly identify potential revenue leakage by reconciling data across the entire end-to-end chain and by measuring specific indicators. The revenue assurance solution also provides key performance indicator values analysis support and reports.

With the Accenture Revenue Assurance Solution, companies have been able to implement quick-win initiatives to generate immediate returns. With the savings generated from such initial revenue assurance efforts, companies are able to build their revenue assurance capabilities and explore more advanced, and potentially more profitable, actions. These approaches may involve combining improvement actions, applying business analytics or linking individual performance bonuses to end-to-end measures.

High performance delivered
Accenture has implemented revenue assurance programs for major communications companies around the world, helping them advance toward high performance.

For example, Accenture worked with VimpelCom—a provider serving Russia and a variety of other companies throughout Eastern Europe and Asia—to address its revenue leakage challenges. VimpelCom had been through a period of robust growth, but was concerned the company might be losing revenue. It embarked on an initiative to develop the revenue assurance capabilities it needed to identify and eliminate sources of revenue leakage.

After carefully assessing VimpelCom’s situation, Accenture set out to help the company design and build its first revenue assurance function and implement both a set of effective quick-win solutions and a new cutting-edge switch-to-bill monitoring system. After studying four segments of VimpelCom’s revenue stream—order-to-delivery, order-to-bill, usage-to-bill and bill-to-cash—the team found 75 potential areas leading to leakage of several million dollars and an equal amount in potential lost income.

The new revenue assurance tool implemented by Accenture automates and manages VimpelCom’s end-to-end revenue assurance processes, seeking out evidence of revenue leakages in large volumes of data from a wide variety of sources—the company’s voice, SMS, roaming and interconnection traffic. The switch-to-bill monitoring system helped VimpelCom recover more than 3 percent of service revenue within 18 months.

Why Accenture
The Accenture Revenue Assurance Solution and its assets are among the most comprehensive in the industry. Our capabilities span the entire order-to-cash process, beginning in service design and continuing through collections. In addition, our solution focuses on areas outside of the cash flow cycle that can contribute to revenue leakage—areas such as products and services, client segmentation and network technologies. We also can assess clients’ revenue assurance goals to help confirm that their proposed actions are free of potential weaknesses.

By collaborating with Accenture, companies can gain the benefit of our cross-functional knowledge and deep industry experience to help them advance toward high performance. We have broad and deep resources in a comprehensive set of capabilities, from finance and performance management to credit and collections. We also offer a variety of offerings and outsourcing capabilities that can be applied against problems identified by our revenue leakage diagnostics.
Talent Management and Learning

Solutions and outsourcing services that increase the business impact of workforce performance by improving the entire talent management lifecycle, from sourcing to development to rewards to retention.

Challenges and opportunities
As the economy emerges from the downturn, communications companies need to increase their organizational agility and competitive positioning by strengthening the skills of core workforces through enhanced learning programs.

One way that training effectiveness can be dramatically improved is through the use of "Learning 2.0" practices such as social networking, expert forums, collaboration tools, blogs and wikis.

Corporate learning is a key talent multiplier. It can deliver rapid business results that support growth, improvements in customer retention and satisfaction, increased speed to market of new products, improved productivity of strategic workforces such as IT, sales and customer call center operators and decreased turnover of high potential managers. More broadly, comprehensive talent management capabilities can help an organization prepare itself for future challenges, continuously adapt and drive innovation and growth.

How Accenture can help
Accenture offers deep skills, development and delivery methods and innovative techniques in talent management and learning. We have extensive consulting resources as well as a market-leading learning and HR outsourcing capability.

Our industry-leading, standardized approach to talent and organization performance solutions includes:

Learning and Collaboration: This offering helps our clients define new ways of working and learning in a technology-savvy, geographically-dispersed, ever-changing world. We provide solutions and assets covering:

- Learning and collaboration strategy
- Learning design and delivery
- Learning academies

Human Resources and Talent Management: This innovative and comprehensive solution uses established tools, methods, strategies and a suite of innovative offerings to help clients create HR organizations, processes and practices that can deliver measurable improvements in the performance of people and the business. We can increase the effectiveness and strategic impact of the HR organization while also reducing HR costs and improving efficiencies. Specific offerings include HR strategy, HR effectiveness and HR process excellence.

Human Capital and Organization Effectiveness: This offering is focused on architecting and executing broad-based organizational change programs at scale to help achieve a company’s organization-wide growth, optimization or reinvention journey.

This is accomplished by aligning the change journey to the business strategy and supporting the design of an effective organization, leadership structure and corporate culture. Through this work, Accenture also helps clients mitigate the risks associated with large-scale change implementations. Specific offerings include human capital analytics and strategy and workforce effectiveness.

Change Management: This offering includes innovative methods and assets that help companies successfully manage change in an environment that is global, multi-polar, multi-cultural, cross-generational, and virtual—and changing at an accelerating pace. Successful change management may be achieved using methods-based, data-driven, tailored solutions to increase the pace and certainty of organizational change. The scope of this offering group covers the entire lifecycle of a change program, including journey management and change enablement.

High performance delivered
An example of a company that is taking advantage of advanced talent management and learning solutions is Microsoft. With Accenture’s help, Microsoft has established a learning offering it calls "Academy Mobile," which helps the company’s salespeople get up to speed on a particular product or solution so they can capitalize faster on customer opportunities.

The Academy provides information that is always fresh because it is based on what other salespeople are doing in the field right now that is producing successful results. Content comes from product specialists and salespeople, and can also be harvested from conference calls, presentations and third-party vendors. It then is turned into short deliverables such as podcasts and vodcasts.

Microsoft has an internal user base of 22,000 for the Academy, which it also has opened up to 5,000 partners in its distribution network. This user base generates more than 500 podcasts per month, which have significantly increased the sales force’s knowledge about products, competitors and leading sales practices. The Academy also gives the field a communications channel for immediate feedback to sales, product and learning leadership.

Why Accenture
Using our innovative approaches to talent and organization performance, Accenture works with organizations to establish a clear and ongoing link between human capital investments and business results. Our extensive industry knowledge, patented processes and technologies and renowned global delivery capabilities uniquely position Accenture to help organizations convert their talent investments into high performance.

Accenture is differentiated in the field of talent management and learning in several ways:

- Focus on results: Every aspect of our talent and organization performance methodology helps keep the focus of the talent management program squarely on the creation of measurable and sustainable business results.
- Experience and delivery track record: Accenture is one of the world’s leading end-to-end learning providers. We have thousands of seasoned and dedicated learning professionals around the globe who are passionate about learning and regularly help our clients define and execute new learning strategies.
- Reusable assets: Accenture has synthesized leading practices from our Talent and Organization Performance group. Our methodologies provide us with market-tested techniques for executing organization transformation and outsourcing programs for HR and learning.
- Alliance relationships: Accenture has strong alliance relationships and teaming agreements with the leading vendors in the talent and learning space.
Corporate Operations

Energy Management and Sustainability

Assets and tools that help providers reduce their carbon footprint and enable the reduction of carbon emissions in other sectors.

Challenges and opportunities
As sustainability issues such as climate change and renewable resources drive consumer behaviors and regulatory changes, communications and high-tech companies are turning their attention to the role they should be playing in the advancement of the sustainability agenda and in leveraging that agenda for profitable growth.

Within their own companies, providers are looking for ways to improve their sustainability programs, in part because of the cost savings involved. Energy consumption of servers has doubled in the last eight years, and office equipment now accounts for 15 percent of energy consumption. Companies are looking for new ways to reduce their carbon footprint and develop more sustainable supply chains.

Communications technologies are central to the reduction in energy consumption, enabling companies to save money, help the environment and improve their brand reputation.

How Accenture can help
Accenture helps service providers integrate communications technologies into sustainable solutions and improve energy management of the network.

Based on our experience working with clients around the world, several key areas offer the most opportunity to improve energy efficiencies and reduce the carbon footprint leveraging communications technologies:

- **Green Supply Chain**: Companies currently using business-to-business services in supply chain or customer field service automation, enabled by wireless wide area networks, can produce significant environmental savings—eliminating up to 100,000 tons of carbon dioxide per year, and saving 1.5 trillion BTUs of total energy.

- **Wireless Fleet Management**: By implementing a variety of fleet management technologies, enterprises can reduce fuel usage and harmful greenhouse emissions. Research indicates that the typical FORTUNE 500 manufacturing organization could save up to $8,000 gallons of fuel per year, which would reduce carbon dioxide emissions by 580 tons per year.1

- **Smart Buildings**: A building’s electricity consumption can be reduced by implementing wireless motion sensors connected to lights and air conditioning systems to improve office and warehouse energy efficiency, and external sensor networks for the reduction of water and pesticide usage and even remote temperature and airflow monitoring in data centers.

- **Intelligent City/Smart Grid**: Connecting utility executives and metropolitan leaders around the world who are committed to deploying smart electric grids that manage the flow of energy more effectively and efficiently is the focus of this technology.

- **Green IT Solutions**: This technology concentrates on products, services and practices designed to improve the efficiency of computing resources to reduce the environmental impact of IT utilization.

While delivering these kinds of solutions for clients around the world, Accenture also helps them implement software-based, sustainability performance management systems to track progress against goals, quantify impacts on the business and facilitate internal and external reporting.

To implement our solutions and services, we follow a market-tested, structured approach:

- **Portfolio Assessment**: Defines a potential list of low-carbon products and services.

- **Market Assessment**: Identifies target industry verticals and associated energy reduction requirements.

- **Capability Assessment**: Identifies existing capabilities as well as barriers to taking solutions to market.

**High performance delivered**

Accenture is working within our R&D practice, as well as with clients, to develop innovative solutions to improve sustainability. One unique asset is what we call the Accenture Green Maturity Model. This Web-enabled tool consists of a series of questions about an IT organization's current approach, followed by analytics to assess the implications of the responses.

We also have developed what we call the Accenture Green Technology Suite, a complementary suite of tools created by Accenture Technology Labs and Accenture Technology Consulting to help clients easily create sound green strategies with business benefits that can lead to high performance.

**Why Accenture**

Accenture’s green network agenda takes a holistic view of a mobile provider’s environmental footprint to improve energy management within the carrier network. Our sustainability practice has conducted significant market research to build a portfolio suite targeted to enterprises within each of the industries we serve.

Accenture also has established relationships with large communications providers globally, where we have gained deep insight into existing capabilities and opportunities for joint go-to-market solutions.

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The International Association of Outsourcing Professionals (IAOP®) has acknowledged Accenture as the global outsourcing market leader for three consecutive years.

Accenture and 3 Italia Honored For Deployment of Mobile TV Services Based on DVB-H Technology at the 2007 IEC's InfoVision Awards.

Accenture awarded first place in the 4G Service Creation & Development category at the 2008 CTIA Emerging Technology Awards.