InnovAction’12

Consulting | Technology | Outsourcing

Innovation finds a new space in business activity
Designing an innovative society with the academic community

A mechanism for connecting innovation agents
An environment that fosters our professionals' innovativeness

Encounters for questions and answers about innovation
Accenture Way

Accenture Way is our way of explaining why we exist and how we work with our clients. We have integrated the InnovAction program in Accenture Way to put innovation at the heart of our future in Spain.
In 2012, the mathematicians and economists Alvin E. Roth and Lloyd Shapley were awarded the Nobel Prize in Economics for a new theory based on the well-known games theory. Over the years, the games theory has shown considerable versatility in solving business problems. It often happens in our companies that situations arise whose outcome, like in games, depends on the conjunction of decisions made by different agents or players. In all games, whether played by children or adults, we can recognize situations of conflict or cooperation that are seen time and time again in the business world. So it seemed particularly apt to us to use well-known games to illustrate our yearbook on the InnovAction 2012 program.

This award-winning theory postulated by Roth and Shapley tries to explain how different economic agents can be matched while ensuring that the matches are acceptable to all parties. For example, it would enable students to be matched with schools or even organ donors with patients. It is this same philosophy that has guided our steps in the InnovAction program. Our open innovation model seeks the best match between the capabilities of the innovation community: start-ups, universities, researchers, etc., and the needs of large corporations, public institutions and other organizations. In the present situation, our game must be to connect ideas with resources, in a two-way process that benefits both sides.

Innovation and playing share a lot in common. When we innovate, we let our creative abilities run free and the emotions that we feel are the same as those we felt when we played as kids. Innovating and playing are enjoyable occupations that allow us, almost without realizing, to learn, cooperate and solve the problems we face in our daily lives.

With InnovAction, we foster our professionals' innovativeness so that they enjoy the challenge of developing new ways to improve our business. In 2012, over 20 clients have also enjoyed the results achieved with this program. Our products and services offer distinctive solutions to companies operating in such diverse industries as banking, insurance, telecommunications, energy, Public Administration, health, retail and transport, to name but a few.

And as in any game, the innovation game requires a clear strategy and firm commitment. In the fiscal period from September 1, 2011 to August 31, 2012, our commitment has generated a direct investment in Spain amounting to 9.3 million euros in innovation projects focusing particularly on health, transport, telecommunications and finance, and an indirect investment amounting to 6.2 million euros, mostly targeting research centers and universities.

Games have the power to awaken emotions, to help us put to one side the everyday hassles, offering an escape route to enjoy the “playful” side of life. So we hope you enjoy reading these pages. We would like you to think of it like learning a new game. And we hope that our activities in 2012 inspire and motivate you to join in the challenging but exhilarating game of innovating.

Vicente Moreno
Spain Country Managing Director
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Accessing our global network of centers

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Monopoly: a strategy game in which the return on opportunities is a key success factor.
To take innovation to our clients, we have created several lines of work based on emerging technologies. The Technological Innovation Unit for Spain, Portugal, Africa and Israel, with headquarters in Madrid, coordinates Accenture’s local and global capabilities, concentrating the existing profiles on innovative areas.

Accenture has added various technological capabilities to this unit, such as Big Data, Cloud Computing, Liquid Contents, E-Commerce, Mobility, Smart Network and excellence in Delivery. We also expect to include shortly new lines of action such as Analytics, Avanade (Microsoft technologies), Digital Market and Social Media, among others.

The goal is to showcase these capabilities to the market, incubate pilot projects and expand the knowledge acquired using a center model. This allows us to offer solutions to clients in such diverse industries as banking, insurance, telecommunications, energy, Public Administration, transportation, etc.
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The unit received more than 70 visits during the first eight months of operation, which shows the interest that these issues arouse in the present context.

We also offer our clients the innovation developed in our more than 30 R&D&i centers distributed around the world, comprising a network that reaches all fields and industries.

And as the first step in generating innovation is to implement a holistic management process, we help our clients define and roll out their own process.

By encouraging innovation in our business, we can align with market needs and offer services with a new focus.

Chess: a game of mental skill that develops the ability to analyze, reason and foresee moves.
Consolidating lines of action in emerging technologies

Looking at the consolidated human resources data for the last three years, Accenture’s commitment to innovation is clearly seen in the growth in the number of employees working in this area.

People who work in innovative business lines

Our Technological Innovation Unit, with headquarters in Madrid, enables us to occupy a leadership position in services driven by emerging technologies.
Analytics

In 2012, we bought Neo Metrics, a leading consulting firm specialized in optimization and predictive analytics, adding a series of analysis capabilities and innovation assets to our portfolio. These include an advanced modeler that provides high-precision, industrialized analytic models with shorter development times than the traditional models. It also integrates new social media analysis capabilities so that our clients can target more effectively the opinion leaders within their consumer communities.

Thanks to the innovation in Analytics, we can offer analytic intelligence in all business processes and help our clients transform how they interact with their consumers.

We are also working to complete our analytic services portfolio in other areas, such as price optimization, quality management, fraud management and demand forecasting.

In the process, we are building a complete range of analytic proposals applied to different industries and functions, helping companies and institutions improve their decisions and become high-performing organizations.

The innovation assets that support these capabilities are integrated in a series of products we call AQUA:

- AQUA AF (Analytics Factory): this provides capability for large-scale industrialized development of predictive models with minimum investment
- AQUA SN (Social Networks): this provides an understanding of the relationships among a company’s customers and how virality and leadership happen
- AQUA TM (Text Mining): this automatically sorts textual contents, for example, customer comments, problems, e-mails, etc.
- AQUA NBA (Next Best Activity): a system that predicts the next best sales action to be carried out with each customer
- AQUA CM (Campaign Management): a complete direct marketing campaign management system
- AQUA BM (Business Metrics): this allows interactive analysis of multidimensional information
- AQUA TV: this provides estimates of TV advert audiences.
Big Data

The technologies grouped around Big Data facilitate the large-scale development of complex analysis scenarios. They enable the inclusion of non-structured data which historically were excluded because of their volume and complexity and also because of the limitations of traditional database and data storage technologies.

Big Data enables heterogeneous information sources to be integrated in a common platform for analysis and interpretation. It has the necessary flexibility and responsiveness to adapt quickly to changing business requirements.

Some of the main features of this technology package include:
- Parallel processing of enormous volumes of information
- Flexibility in the data processing environment, without the rigidity of classic databases
- Integration with traditional Business Intelligence (BI) tools, extending their reach
- Open-code products and business solutions.

It also offers multiple benefits for the current IT infrastructure:
- Inclusion of open, non-structured sources (web, Social Media, M2M, public data, etc.) that were previously not considered
- Extension of the analysis to the complete historic dataset, eliminating the need for sampling
- Reduced information storage costs and processing time
- Migration to and use of lower cost platforms.

Big Data provides the technological foundation for large-scale predictive analytics. Some of the classic application scenarios, among many others, include:
- Demand forecasting
- Advanced customer management
- Logistics optimization
- Sales optimization
- Applications in social media
- Detection of organized fraud
- Proactive risk identification.

These services provide the following benefits to our clients, among others:
- Overall reduction in the cost and operation of the IT platform (hardware, software, storage)
- Shorter processing times associated with high volumes, with reduced batch and backup windows
- De-structured information processing
- Less impact on operational systems.
Cloud Computing

This technology is changing how we understand business, and with a speed that we could never have imagined.

In our personal lives, we use Cloud Computing in countless situations and often without even being aware of it. We read our personal mail, listen to music, watch films, take part in social media, share photos and files on servers that are on cloud platforms. And with a level of satisfaction that is so high that it would be very hard for us to differentiate from the content on our hard drive at home. We are starting to take for granted that we can enjoy all this content anywhere, at any time and on any device: from a smart TV to a tablet or a smartphone, and including our PC at home. And when we are at work, we expect similar results from information systems and companies.

One of the biggest challenges that information system departments face every day is to close the gap between the experiences perceived by customers and employees when they consume services and products provided by organizations and the services and products consumed in their private lives.

At Accenture, we help our clients choose and implement the most suitable Cloud Computing strategy. Taking into account at all times their unique circumstances to get maximum leverage from the advantages offered by this technology in private, public and hybrid systems.

We also provide ongoing support to clients who have already made decisions on the deployment of Cloud Computing, helping them successfully address and implement major projects, such as:

- Transitioning their Legacy systems to Cloud models
- Development and launch of new services with very competitive lead times
- Adaptation of business processes to make them more flexible and efficient.

In short, ensuring that they benefit from:

- Doing more for less
- Flexible, transparent and predictable cost models
- Improved quality in the services rendered and, therefore, improved satisfaction of their end customers.

Cloud Computing technology is challenging the traditional business model in many industries and changing the rules of play. The organizations who start to use this technology gain a competitive advantage and a level of growth that previously were only feasible with large-scale processing programs that demanded a very high upfront investment with a long-term payback.
E-Commerce

E-commerce is constantly evolving and is now much more than just an on-line sale. The service has expanded to offer a purchasing experience through customer interfaces such as mobile devices or social media.

The main features of E-commerce are:
- Ubiquity
- Global reach
- Universal standards
- Rich communication (video, audio, text, etc.)
- Interactivity
- Information density
- Customization or alignment
- Social technology.

Depending on who is involved in the service, we can talk about different types of e-commerce:
- B2B (Business to Business)
- B2E (Business to Employee)
- B2B2C (Business to Business to Consumer)
- B2C (Business to Consumer).

At Accenture, we work with the market’s leading technologies and products, offering a range of solutions for our clients’ requirements that are tailored to their needs.

The e-commerce tools enable our clients to benefit from the following functionalities:
- Product catalog management
- Customization
- Shopping cart models
- Stock management
- Campaigns
- Easily integrated with payment processes
- Native B2B and B2C support
- Upselling and CrossSelling
- Social Media support.

Our network of global and local partners and alliances ensures rapid, high-quality access to latest-generation software products and services.

Our e-commerce services include consulting, analysis, maintenance, development and migrations.

With these services, our clients obtain the following benefits:
- Improvements in distribution
- Reduced costs
- Marketing messages sent by electronic channels, providing proximity and dynamic interactions with consumers
- Operational benefits
- Market globalization
- Customer loyalty.
Liquid Contents

The solutions associated with Liquid Contents have been developed in response to the needs created by the availability and consumption of digital contents. With the growing number and variety of consumer devices with multimedia capabilities, the need to generate content is increasing exponentially.

The family of Liquid Contents solutions that Accenture proposes to its clients streamlines digital content management and deployment.

Accenture Video Solution

AVS is an offering that includes all the services and a licensable software product. It enables delivery of video and broadband services to consumers anytime and anywhere, giving a transparent user experience on any IP device.

This offering provides the following benefits:
- Fast service launches
- Highly flexible and cost-saving
- Personalized video experience
- Less risk
- Multi-business model.

Origin Digital

The Origin Digital service provides a fully scalable transcoding workflow environment that is available from Cloud Computing.

This service offers the following benefits:
- Specialization in live events, including live content consumption and streaming
- Content management and coding
- A versatile, reliable, multi-device streaming experience
- SOA for easy integration with video platforms
- SaaS and multimedia format via .NET, Java, HTML5 and Flash.
**Music Delivery**

Digiplug is a service that provides a complete solution for music handling, transcoding and delivery to end user devices. It includes copyright management and earnings collection.

It offers the following benefits:
- End-to-End digital production and distribution solutions along the entire digital supply chain
- Fully modular solutions
- Complete Business Intelligence solution
- Global content distribution agreements with industry leaders.

**Multimedia Advertising Solution**

This Accenture service offers a comprehensive range of solutions focused specifically on digital advertising. It enables new multimedia businesses to be created and offers processes for supporting content companies during a digital transformation process.

Multimedia Advertising Solution consists of the best software products integrated with proprietary Accenture solutions. It is complemented with the managed service model, which offers our clients global 24/7 support through our worldwide service network.

This solution provides the following benefits:
- A broad, comprehensive digital advertising experience that encompasses different industries, scopes and approaches
- A strong investment with a solid grounding in practice and a specialist service, providing an extensive range of capabilities
- Knowledge materials, proprietary frameworks and software solutions.

This broad spectrum of activities offers the following benefits to our clients:
- Flexibility in finding the model best matched to the business
- Coverage of industry standards
- Extensive content distribution network
- High level of scalability
- Reduced costs and increased revenue growth
- Value generation for the end customer.
InnovAction Yearbook 2012

Mobility

Mobilizing our clients

The concept of mobility in companies is undergoing a process of drastic change in all areas. Smartphones, cloud applications or broadband are changing the way we work and view the world around us. The laptop as the paradigmatic expression of mobility is being displaced by smartphones and touch-sensitive tablets.

Accenture accompanies its clients in this process. As leaders in innovation and technology solutions, our expertise spans the most diverse sectors.

Insurance

The solution designed and implemented by Accenture allows one of the leading insurance companies to increase its efficiency in claims processing.

Insurance company loss adjusters now have a new way of working that allows them to achieve cost and time savings in excess of 70%. Using their smartphone, they can perform a complete appraisal, uploading photos, data and filing the appraisal on-site.

Another solution enables an insurance company's users to obtain information about the closest or preferred medical treatment centers (preferred physicians, usual addresses, etc.).

In the private area, secure applications are provided to enable users to look up their overall investment position or plans, from anywhere and with minimum wait.

Telcos

We have created an application for tablets that uses a new layout, giving priority to form design and functionality and the navigation items.

It provides access to the different services offered by a world-class telecommunication company using a simple navigation structure. All of the sales modules can be accessed from the opening screen. The screens are enabled with highly visual icons without any associated information, simply an intuitive, practical navigation process, providing a very high level of usability.

Mass merchandising

A Spanish mass merchandising company and one of the largest in the world has hired our services to enable it to track at any time the location of its goods.

For this client, we are developing a smartphone application based on geolocation. It will display the detailed route on a map, with all the delivery points where each carrier will be able to perform a check in.

Thanks to a user-friendly back end, the mass merchandising company can track step by step the route taken by its goods, from the time they leave the factory to the store where they will be displayed for sale to the final consumer.
Energy
Spain’s largest energy company, with a significant presence abroad, has chosen us over other top-level competitors to implement its Sales Force project.

This project enables maximum efficiency to be achieved in sales processes using a technology designed and implemented by Accenture for running on tablets. The application streamlines the sales area's work, providing an exceptional usability that is breaking new ground in this industry.

Retail
Accenture has been chosen by one of Spain’s leading retail groups for fragrance and beauty products, with customers on all five continents, to develop its mobility project.

With this process, a number of mobile users, distributed in different countries, are given iPads and iPhones to use as work tools. These devices, monitored round the clock by the group, provide access to both general-purpose applications and applications for corporate use.

It provides 24/7 coverage for users for critical incidents (theft or loss) in multiple languages, emergency calls to a duty service, and 8/5 support via e-mail and a call center for other incidents.

Barcelona: mobile world capital

With almost one billion users of mobile services and tens of billions of connected electronic devices, mobility has become a new industry. In Europe, this industry rivals aerospace in size and has already overtaken the pharmaceutical industry.

Accenture is continuously strengthening its position in this new industry. One clear example is its cooperation in the Barcelona’s candidacy to be the first Mobile World Capital, awarded by the association that represents the world mobile industry, GSMA. After an 18-month selection process with more than 30 candidate cities (including Milan, Munich and Paris), Barcelona was chosen for this honor for the next six years.

As part of our commitment to this project, we have created a specialized center in Barcelona. Here, mobile solutions are designed to help move the industrial project forward, providing answers for the transformations that shall reshape industries and cities in forthcoming years.

The center is integrated in the worldwide network of Accenture Mobility Innovation Centers. It is run by a team of professionals with a high level of expertise in mobile technologies and in-depth knowledge of different industry segments. It provides an environment for showcasing the most innovative solutions in areas such as m-commerce, m-health, m-transportation or m-content.
Smart Network

Smart Network-associated technologies have emerged in response to the significant changes that have taken place in recent years in the economic, energy and regulatory spheres, together with increased environmental pressures.

These changes have created a need to innovate on traditional solutions in two directions. On one hand, to gain greater leverage from the benefits offered by the technology and the services. On the other hand, to save costs and generate earnings without large investments.

Smart Networks is the capability that Accenture proposes to its clients for smart infrastructure management, with two basic goals: increase revenues and decrease operating costs.

We are leaders in End-to-End services for smart network development, integrating consulting skills, technology, systems and outsourcing in infrastructures.

Our service offering is focused on optimizing infrastructure management:
• Predictive maintenance: renewable energy sources, power grids, Smart Metering, buildings, operation centers and maintenance for other types of infrastructure
• Smart buildings: building monitoring, control and maintenance
• Monitoring and control centers: the top layer for smart information management, power plants and communication and control with infrastructures
• Smart cities: monitoring and control of multiple buildings, providing savings levers based on energy saving
• Audits and consulting in infrastructure management: optimization in the use of infrastructures, power and processes.
The concepts developed in this business line are divided into four areas:

**Smart Building**
- Monitoring, control and operation As a Service or on-site of energy management
- Demand management and forecasting
- Preventive and corrective maintenance management
- Integration of renewable energy sources
- Energy and optimization audits.

**Smart City**
- Integration of services
- User information
- Customer monitoring and management and recharging points for electric vehicles
- Demand management and forecasting (street lighting, street and park hosing, water and waste)
- Integration of renewable energy sources.

**Smart Energy**
- Monitoring, control and operation As a Service or on-site
- Predictive maintenance
- Preventive and corrective maintenance management
- Forecasting in renewable energy production.

**Smart Grid**
- Smart Metering
- Grid Intelligence (grid infrastructure and controls)
- Utility IT (smart data management).
Accessing our global network of centers

Accenture has more than 30 centers distributed around the world that make up a very powerful global network focused on innovation. This network reaches all industry sectors and all fields of technology.

**Sectoral R&D&i centers**

Created to take innovation to specific sectors:
- CMT Innovation Centers: Murray Hill (New Jersey, USA) and Bangalore (India)
- Accenture Broadband Innovation Center (ABIC): Rome (Italy)
- Innovation Center for Media & Entertainment: Bangalore (India)
- Customer Innovation Network: Chicago (Illinois, USA), Milan (Italy), Shanghai (China) and Bangalore (India)
- Financial Service Innovation Center: Chicago (Illinois, USA)
- Innovation Center for Automotive and Industrial Manufacturing: Detroit (Michigan, USA).
R&D&i centers for technology solutions

Specialized in developing innovative technology solutions:

- Accenture and Avanade Solution Showcase @ Microsoft: Redmond (Washington, USA)
- Accenture Management Consulting Innovation Center: Symbiosis (Singapore)
- Accenture Innovation Center for IBM Technologies: Chicago (Illinois, USA)
- Accenture Innovation Centers for Oracle: Redwood Shores (California, USA), Reading (UK), Istanbul (Turkey) and Tokyo (Japan)
- Accenture Innovation Centers for SAP: Heidelberg (Germany), Bangalore (India) and San Jose (California, USA)
- Microsoft Enterprise Search Center: Oslo (Norway)
- Analytics Innovation Centers: Dublin (Ireland), Barcelona (Spain) and San Jose (California, USA)
- Supply Chain Center of Excellence: Barcelona (Spain)
- Innovation Centers for Operations: Chicago (Illinois, USA), Milan (Italy) and Shanghai (China)
- Telstra and Accenture Innovation Lab for Cloud Computing: Melbourne (Australia).

Demonstration centers

Their goal is to develop showcases for technology solutions:

- High Performance Business Showcases: London (UK), Murray Hill (New Jersey, USA) and Bangalore (India)
- Accenture Showcase: Madrid (Spain).

Multisector technological innovation centers

Created to take emerging technologies to our clients:

- Four laboratories in Silicon Valley (California, USA), Sophia Antipolis (France), Bangalore (India), Washington DC (USA) and Beijing (China).

Through our network of centers, we bring innovation closer to clients operating in specific industries and develop technology solutions and their showcases.
Helping our clients manage innovation

In the current climate, organizations must anticipate their customers’ needs, offering them new products and services that give them an advantage over competitors.

To achieve the desired results, it is important to establish new procedures and implement consistent, systematic innovation mechanisms.

One way to take innovation to our clients is to put our experience in integral management of innovation at their service. The knowledge on methodologies and tools acquired through InnovAction enables us to help them achieve profitable growth through innovation.

Cultural transformation

Although innovation can arise in any part of the organization, it is necessary to create the necessary conditions for it to surface.

These conditions entail a cultural transformation supported on three columns:

Communication:
• Define and implement communication plans that enable the various innovation initiatives to be carried out.

Training:
• Define a training process that generates enthusiasm (motivate and inspire), conveys the principles of innovation and its management, and develops key skills such as creativity and cooperation
• Develop the course contents and give the course.

Engagement:
• Define and implement compensation models that encourage the behaviors that are desirable in an innovative ecosystem.

Our in-house experience provides the foundation for defining and implementing innovation processes in companies.
Brand positioning

Accenture helps its clients convey a more innovative image to the market. We define and implement a marketing and communication plan focused on this goal.

Open innovation

At Accenture, we have created a reference framework and we work with our clients to define their own open innovation strategy.

Management of the innovation projects portfolio

We offer our clients the reference frameworks and methodologies that we use in-house for managing innovation.

The focus is on innovating to create value. The main steps are:

- Observe the industry: What is the competition doing? What are other industries doing? Who knows how to do things best? Who provides the best services?
- Observe the business: What are the needs of the business areas? What is the organization’s strategy? What capabilities does it need to develop?
- Define the governance: Who are the decision makers? Which is the dedicated team? Who supports it?
- Identify drivers and projects: What are the main aspects it is wished to work on? What are the projects on these drivers? What priorities should be set for the short, medium and long term?
- Budget and schedule: How much will the projects cost? How much time will be required?
- Communicate challenges and progress: What do we want to communicate? Who do we need to convince about what we are doing? Who do we need to involve? What positioning do we want and how to communicate it within the company?

Sudoku: a game of mental skill that exercises the ability to correctly position factors in a series.
A mechanism for connecting innovation agents

One of the goals of the InnovAction program is to connect our clients with the innovation community.

We have implemented a number of initiatives to help ideas find resources and vice-versa. In the present economic climate, it is not just a question of opportunity but of necessity.

In one hand, in cooperation with IE Business School, we have created a program that connects different agents. Passion>ie: Passion for innovation and entrepreneurship helps industries and large corporations take specific needs to the innovation community, initiating a search for solutions with a new, forward-looking approach.

We also provide support for innovative entrepreneurship through Innovation Marketplace. This is an environment in which we work with small and medium-sized companies, most of them technology-based, to offer new solutions to our clients. We also stand by our commitment to support business creation from large corporations.

And we foster the development of innovative projects in the insurance industry. Now in its third edition, the two-yearly prize we award together with ICEA (Cooperative Research among Insurance Companies and Pension Funds) is consolidating recognition of this effort.

Thus, innovation operates as a mechanism that links up the different parts of this ecosystem and promotes economic and social development.

Rubik’s cube: a series of pieces that can be moved by means of an ingenious internal mechanism that also holds them together.
Innovation and entrepreneurship united by Passion>ie

This joint venture between Accenture and IE Business School facilitates contacts between the innovation community and the corporate world, public administrations and investors.

The program acts as an intermediary between these agents, while at the same time supporting the development and implementation of the ideas submitted for appraisal.

The goal is to bring to fruition proposals that offer solutions or improvements for aspects of the world we live in, focusing on the following categories:

- Health of the future
- Cities of the future
- Retail distribution of the future.

In 2012, the first edition of Passion>ie was closed. It was assisted by an Advisors' Forum consisting of the following organizations: Madrid City Hall, BBVA, EADS, Endesa, Ferrovial, Repsol, Servicio Madrileño de Salud, Telefónica, Vodafone and Zurich.

The advice provided by these organizations, together with the training and mentoring provided by IE Business School, were crucial in giving form to the finalist projects. In total, 12 projects, four in each category, competed in the finals:

- Health of the future: Biofabric, Fast Track, RGS and the wall-less ICU (Intensive Care Unit)
- Cities of the future: Clean Energy, Flockmob, Hand-e-Hand and SER Mobile
- Retail distribution of the future: Bancatención, Fidiliti, Supertruper and TrendButler.

Tangram: a game that stimulates the imagination to create different figures by creatively joining its parts.
The winning projects in their respective categories were the wall-less ICU, Flockmob and Supertruper. The awards were given in a ceremony held on May 23, 2012, in the Auditorium of Madrid City Hall’s Economics Area.

In October 2012, the second edition of Passion>ie was announced to the innovation community, in response to their continued interest in contributing ideas to the categories included in the competition. For this edition, the electronics multinational Philips has joined the Advisors’ Forum.

One of the new features of the second edition was a webcast broadcast on November 27, 2012, with three of the previous edition’s finalist projects: Fidiliti, Supertruper and the wall-less ICU.

Crowning a year of hard work, the business magazine Actualidad Económica included Passion>ie among “The 100 best ideas. X-ray of innovation in Spain”, in the Services category.

Together with IE Business School, we put companies, public administrations and investors in contact with the innovation community to develop and implement projects with a more practical approach.
The insurance industry cements its links with innovation

18 companies, representing 61% of the market share, took part in the third edition of the Award for Innovation in Insurance in Spain.

This prize is awarded every two years by Accenture and ICEA to promote the development of innovative ideas in this industry.

In the previous edition, there were a total of 25 entries, distributed between the prize’s two categories: Product and Distribution, Service or Process.

The following trends were observed:

- Several entries were based on a systematized innovation process within the companies. They were the outcome of ideas generated using specific portals or tools, and procedures for analyzing the ideas and their viability in order to decide the projects to be developed further.

- Innovation is customer-driven, focused on ensuring the satisfaction and loyalty of existing customers and taking focus off the concern to bring in new business. In a highly competitive industry such as the insurance industry, companies leverage innovation to create new products and covers, fine-tune the current product offering or improve customer service. Most customers cannot tell the difference between different companies’ products. Accordingly, the product offering is becoming increasingly customized to each customer segment.

- The use of technology is a feature that is found in most entries, in particular, the development of phone, website or social media-based applications. Geolocation is also used to offer services specifically adapted to the context of the application’s customer or user.

- The industry shows a strong commitment to simplifying the insurance world, making it easier for customers to understand the products. For example, by explaining life insurance products in clearer language and simplifying their purchase processes.

- An expansion is also seen in the range of microinsurance products. For example, adjusting health or travel insurance premiums to cover only what the customer needs.
When awarding the prize, the following criteria are considered: the project’s degree of differentiation from other projects, availability on other markets or in other industries, its potential market and the benefits for the customer. The use of innovative technology, imitability, future potential and speed of alignment with the market, among other items, are also considered.

The jury, formed specifically for these awards by ICEA and Accenture, consists of leading figures from the business and academic world, as well as the organizers themselves.

Winners
ICEA 2012 Awards

In the Product category

AXA Seguros Generales for its AutoFlexible product.

The award acknowledges its novelty and originality, which stems from the benefit it offers to current and prospective insurance holders, the innovative process used for its development, and its adaptation to and focus on the present situation of economic recession.

Axas has changed its automobile product range, offering the customer the possibility of choosing and paying only for the coverage he or she needs. This new product allows for up to 15,000 variants on a single quote. It has also reviewed its coverage offering, including covers that customers have been asking for and eliminating others that were not contributing any value.

Until now, the market has offered rigid insurance products, with very limited possibilities of adding or removing covers. This new product has been developed in response to a market diagnosis and the need to innovate. The company analyzed the answers given by 700 customers who were asked to design an insurance tailor-made to their needs, with added input from their agents.

Autoflexible also uses innovative technologies, such as a smartphone app that allows them to report an accident or the option of installing an alerting device if an accident happens.
In the Distribution, Service or Process category

Grupo Liberty Seguros for its Focus on the Customer program.

The prize highlights the company's goal to bring all employees closer to the customer so that they can share in their customers' experiences, concerns and opinions.

Through this program, all of Grupo Liberty's staff, from the CEO to the newest entrants, have had direct contact with customers. Almost 5,000 customers have taken part, who have received more than 12,000 phone calls.

Focus on the Customer operates on several fronts: a Customer Committee, the Customer's Day (where employees share a working day with sales and claims agents), Hand in Hand with your Customer (where employees sponsor customers), Customer Ideas (to get suggestions for improving the service), Customer Award (rewards the employee who excels most in initiatives that impact on customers), Customer Intranet (to document the actions performed) and Customer Case of the Month (explaining a case with a successful or unsuccessful outcome).

Thus, proposals are generated to improve the service and the customer's experience, achieving higher customer retention and recommendation. So far, the company's personnel has contributed more than 200 ideas.
Managing relational capital through our Marketplace

Our Innovation Marketplace continues to grow in number of associates, most of them small and medium technology-based companies.

The working model we use is co-production: we contact our customers together to offer them innovative proposals.

How relational capital is managed has a crucial effect on the evolution of an organization’s innovation. Accordingly, we apply the paradigm of this new era, based on replacing competitive advantage with cooperative advantage.

We firmly believe that the best projects are born from the sum of small-scale collaborations.

Tetris: a game that requires vision, skill and speed to correctly fit the different moving pieces.
Analytics

**Baobab**
Baobab is a company specializing in designing solutions that assist decision-making in order to improve organization of resources in operating, planning and/or strategic procedures. These solutions are applied in logistics, human resources and production.

**TeBM**
TeBM repairs, completes and models industrial or other databases where these databases follow some kind of behavior pattern.

Collaboration & Efficiency

**4iKIM**
4iKIM is a versatile platform that addresses the information deluge problem faced by organizations. It allows cooperative, secure information management, integrating all types of file (email, GoogleDocs, MSOffice, notes, chat, video, URL, projects, tasks, meetings, people, trips, PDF, images, etc.). Its design is geared toward public or private cloud computing.

**GDI**
GDI specializes in the design of HD videoconference solutions or tailored BYOD (Bring Your Own Device) solutions and the possibility of organizing real-time meetings, while also recording automatically the data.

**IActive**
IActive is a global expert company in technological innovation, combining lean innovation methodologies, its streamlined software development factory and its artificial intelligence technology, for which it has received numerous international awards.

**My Single Point**
My Single Point provides a strategic business administration software solution that manages the interaction between business and operations. It also helps transform the organization to achieve tangible savings in business flows such as mergers and acquisitions, budget planning from quote to bill and management of a product or service launch driven by ALM (Application Lifecycle Management), quality compliance and business demand.

My Single Point's solutions are marketed in Spain by Market Expert.

**Quantyca**
Quantyca can improve how companies work all over the world with a document management solution that halves administration costs.

**Vocalia**
Vocalia offers a cloud-based dictation solution (it allows for both corporate and Internet nodes) supported by a high-performance, scalable software and hardware platform that gives high performance at low cost. Payment is by use, without any license costs, and includes technical support, maintenance and updates without any additional cost for the user.
Cultural Transformation

Actitud Creativa
Actitud Creativa develop teams’ and individuals’ full creative talent, teaching the most powerful brainstorming techniques, how to lead creativity sessions and how to turn original ideas into successful projects.

A Piece of Pie
A Piece of Pie offers services that integrate the key knowledge areas for usable innovation: business strategy, marketing and sales, business anthropology and conceptual solution design.

Digital Interactive & CRM

AI Tech
AI Tech is a company specializing in artificial sight and intelligence applied to the retail sector. It develops smart cameras that automatically recognize image sequence patterns for use in marketing. Its business lines are focused on digital signage, smart video surveillance or virtual fitting rooms in the fashion industry.

BiText
BiText offers multilingual OEM semantic analysis services for different industries: social media analytics, business and customer intelligence, digital reputation, natural language interfaces for search engines and virtual assistants.

Emtrics
Emtrics offers a market intelligence solution for traditional businesses (restaurants, shops, hotels, transport, etc.), obtaining valuable information about what customers think about the stores they shop at. The opinion and monitoring platforms currently available to traditional businesses are based on the use of expensive, inefficient and user-unfriendly tools and processes.

Fonetic
Fonetic helps companies know their customers better. Its mission statement is "We decode your customers' behavior, we measure their impact on the business and we advise you how to act." It studies companies' interactions with their customers using specific technologies such as Speech Analytics to analyze calls from the call center or Social Media Monitoring to examine the comments sent via Twitter, posted on Facebook or published on relevant forums or blogs.

Glooq
Glooq offers corporate email solutions using a unique tool that allows organizations to create an information bar in each MS Office application used by their employees.

Glooq's solutions are marketed in Spain by Market Expert.

ISID
ISID is a company specializing in the development of solutions for managing multimedia contents. It offers solutions that improve management processes for image, audio and video files.
iSolve

iSolve (Softlib Software), mainframe technical reference. It is the only technical reference based on all possible sources of information – vendor technical information, Web news groups/forums and internal and external corporate sources.

Madiva

Madiva is a company specialized in aggregating public information made available on the internet (Big Data) both by public administrations and by companies and private individuals and combining it using proprietary algorithms to generate new information. Madiva carries out large-scale reverse processing in the cloud environment using publicly available data to obtain new information that is useful for different business processes.

Observintel

Observintel offers solutions for preserving proactive and reactive capability in the face of the massive explosion of information and the universal diffusion of opinions. A platform for smart, real-time information analysis of all types of content (internet, web 2.0, CRM, database, written press, radio, television, emails...) is designed individually for each organization using innovative technology. The benefits of its advice are visibility, predictive power and a high level of relevance.

Observintel works with:
- LexisNexis, a world leader in content for professionals in the risk, government, corporate, legal, financial and academic markets, and pioneers in analytic solutions
- Spotter, whose dynamic decision support platforms help companies forecast reputation risks, obtain market intelligence and ascertain the spontaneous opinions of interest groups.

SpeechCycle

SpeechCycle is a global leader in CRM solutions. Its Rich Phone Application platform extends existing business processes to automate and enrich customer interactions using the right channel (voice, text or smartphone) at the right time. It helps reduce customer attrition by measuring and improving their experience while at the same time automating the service offered to them.

SpeechCycle's solutions are marketed in Spain by VozApps.

Supertruper

Supertruper is a technology company that develops smartphone applications (apps) for identifying products. In July 2011, it launched the Supertruper price comparison app, which currently has more than 700,000 users and has been acknowledged by Apple as the Best App in 2011 in the Lifestyle category. It also won the Passion>ie: Passion for Innovation and Entrepreneurship award in the Retail Distribution of the Future category. It has also developed another two apps: [blind] smile, which allows people with sight impairments to identify products and make purchases from their smartphone, and [re]membr, developed in cooperation with Vitalia, which seeks to improve the quality of life of patients with Alzheimer’s or similar neurodegenerative diseases.

Mobility

Aurigae

Aurigae focuses its consulting and development services on mobile payments, payment media and connectivity of financial devices, with particular emphasis on OpenSource technologies and Quality Assurance.
Fidiliti
Fidiliti is a smartphone app for grouping loyalty cards for secure, convenient management.

Genasys
Genasys offers solutions and services based on indoor y outdoor geolocation of mobile devices, attendance control and work activity management.

InQBarna
InQBarna offers mobile multiplatform (iOS, Android and Windows Phone) solutions to increase companies’ performance and mobilize sales force processes. Using the latest developments in geolocation and image processing, data collection and product showcasing are simplified, creating new hiring and reporting methods.

InQBarna’s solutions are marketed in Spain by VozApps.

Ohlala! Mobile
Ohlala! Mobile offers app development, content management and creation of specialized tools for mobile marketing.

Scanbuy
Scanbuy connects the physical and digital worlds by scanning and processing two-dimensional and bar codes with the cell phone.

Spinlogic
Spinlogic is a technological innovation company specializing in mobile solutions and inbuilt systems. Its primary focus is the performance of custom-designed projects in the mobile banking, insurance and security areas, using its solutions.

YOC
YOC offers all types of mobile marketing and advertising solutions for advertisers and develops mobile applications and portals that are compatible with any device on the market.

Security

Alise Devices
Alise Devices offers a 360° solution that is revolutionizing the security industry. Guaranteeing quality and authenticity, it offers total design flexibility to leading brands in all industries. Insertable in any product, versatile and adaptable, it provides an absolute guarantee of products’ authenticity. A symbol of modernity and a strong brand image for keeping one step ahead in innovation.

Aquamobile
Aquamobile offers security solutions based on digital watermarks that can be interpreted by any digital camera. The digital watermark can be printed on any type of material: paper (does not require any special printer), polymer, metal, leather, etc.

Biometro Soft SL, (Glottex)
Biometro Soft SL is a company whose corporate purpose is scientific research and experimentation in voice biometrics applications in voice dysphonia monitoring and forensic acoustics, and evaluation of methodologies deriving from these applications. It also handles the design, development, production, implementation and sale of these applications and/or computer programs, and of the communication systems and technologies stemming from these applications and methodologies, either directly or through other people and means, for use in the detection, gradation, rehabilitation and monitoring of dysphonia or other voice disorders, and in the identification and verification of the speaker’s
biometrics in applications related with security, forensic acoustics and customer service activities in voice telephony and telematics.

Blue Core Research
Core Audit (Oracle database auditing) provides visibility in database activities. Who did what, when and how?

Blue Core Research’s solutions are marketed in Spain by Market Expert.

ConicIT
ConicIT offers software solutions specialized in analyzing mainframe behavior and also solutions for improving performance and solving root causes.

ConicIT’s solutions are marketed in Spain by Market Expert.

Continuity Software
RecoverGuard, a disaster recovery monitoring (DRM) and management tool based on a software that mitigates the risk by monitoring remote environments in order to detect threats, vulnerabilities and breaches in data protection.

Continuity Software’s solutions are marketed in Spain by Market Expert.

EnCifra
EnCifra offers the development of complete, secure software solutions, consulting and external assessment services in the area of information security. It uses high-quality technologies as a source of innovation with the ultimate goal of improving the security and productivity of the organizations they work with.

Enigmedia
Enigmedia offers an extensive range of solutions and services in the field of IT security, document management, processes and transactions, and in the development of new software and Internet-based systems and services.

InnovizeIT
InnovizeIT is a DB2 optimization product for mainframes. InnovizeIT is different from monitoring tools in that it performs a complete analysis with automated recommendations. It achieves significant operational savings, with a 20-30% optimization of processes and the possibility of a fast ROI. It can help a company significantly reduce its MIPS (Million Instructions Per Second) and save money. This product is installed on the PC; no installation is required on the mainframe.

InnovizeIT’s solutions are marketed in Spain by Market Expert.

Intellinx
Intellinx offers end user surveillance solutions for detecting and preventing enterprise fraud.

Intellinx’s solutions are marketed in Spain by Market Expert.
Most Technologies
MF-Test is an automated, latest-generation testing product for application regression and database tests for mainframes and auxiliary mainframe components. MF-Test enables the customer to do away with costly, unreliable manual tests.

Most Technologies' solutions are marketed in Spain by Market Expert.

Softlib Software
iSolve Companion, mainframe technical reference. It is the only technical reference based on all possible sources of information - vendor technical information, Web news groups/forums and internal and external corporate sources.

Softlib Software's solutions are marketed in Spain by Market Expert.

Talaris
Talaris is a world leader in cash management and offers a complete, innovative range of solutions for cash processing, guaranteeing efficient, secure, robust, precise handling of both banknotes and coins, wherever money is moved.

Smart Network
Arteixo Telecom
Arteixo Telecom offers a complete service for the design, development, industrialization and manufacture of electronic products and systems. The company uses its capabilities and resources to transform customers' ideas and needs into industrializable designs, developments and prototypes for subsequent large-scale production, using highly efficient processes and meeting the highest quality standards.

Fundación Investigación e Innovación para el Desarrollo Social
The Fundación Investigación e Innovación para el Desarrollo Social (Foundation for Research and Innovation for Social Development) innovates and generates new technology solutions in the areas of sustainable construction, energy, climate change and water regeneration, working for improved quality of life and a healthier living environment.

SAYME
The wireless sensor network platform designed and developed by SAYME, the Zigbee Alliance's only Spanish member, provides solutions for improving efficiency and smart control of facilities and devices. Very low consumption, versatile, and scalable, it guarantees interoperability with other systems.

Others
Rosaud Costas Durán
Rosaud Costas Durán is a legal firm with offices in Madrid and Barcelona. It has more than 150 professionals highly specialized in legal advice. Together with its multidisciplinary approach (corporate, tax, litigation, etc.), the firm prides itself on being the first Spanish firm to create an innovation and entrepreneurship area and provides legal advice to knowledge-intensive enterprises and projects, mainly in new technologies, biotechnology and pharmaceuticals, and also to public and research organizations working in science, health and technology in the field of knowledge transfer.
Companies’ social responsibility towards entrepreneurs

This innovative initiative is the outcome of a concern shared by three organizations: The Bankinter Innovation Foundation, IE Business School and Accenture.

The goal is to offer solutions in a socioeconomic context overshadowed by unemployment but also with significant hurdles hampering those wishing to start a company and who, therefore, are capable of creating jobs.

Our first action has been to contact companies considered socially responsible to share this situation with them and encourage them to use their Corporate Social Responsibility (CSR) programs to support entrepreneurs and inspire them to create quality jobs.

To give added strength to this aspiration, we have created a forum to facilitate experience sharing with entrepreneurs and encourage publication of these experiences in sustainability reports.

From the very first moment, we have been supported and assisted by the Global Reporting Initiative (GRI). For instance, at the official presentation of the initiative, the Global Reporting Initiative’s CEO provided the key indicators for reinterpreting this international body’s Sustainability Reporting Guidelines. Thus, large corporations can view the entrepreneurs they support as stakeholders.

An innovative initiative to encourage companies to support entrepreneurs and boost their capacity to create quality jobs.

Puzzle: a game of mental skill that involves correctly fitting the pieces to compose the whole.
The initiative’s spirit aligns with two of Accenture’s primary goals. On one hand, as a responsible company, to contribute to the development of the societies we operate in. On the other hand, to develop solutions to satisfy market needs, which is one of the goals addressed by our InnovAction program.

In January 2012, the members of the Social Responsibility with Entrepreneurs Forum met with the Director General of Self-Employment, Social Economy and CSR, within the Spanish Government’s Ministry of Employment and Social Security. He encouraged the members to foster endeavors aimed at supporting entrepreneurs within CSR programs and stated his intention to provide support for entrepreneurs within the powers given to his department. During the event, leading companies such Endesa, Telefónica and Repsol shared their projects, which was followed by an enriching experience exchange and debate.

Encouraged by the American Chamber of Commerce and in cooperation with the United States Embassy in Spain, the three organizations sponsoring the initiative organized an encounter targeting North American multinational companies.

This encounter took place at Accenture’s offices in March 2012. In addition to sharing the Spanish initiative, the opportunity was also taken to enrich it with good practices from American culture. Of particular interest was the contribution by an executive from the U.S. Small Business Administrator.

Since then, we have continued to work on fostering and developing opportunities to disseminate large corporations’ experiences in this field. In this, we pursue a two-fold goal: celebrate best practices and advocate them as models to the greatest possible number of companies, helping them fulfill the commitment towards society they have accepted in their CSR programs.
How to align the company with future trends?

How does analytic intelligence impact on decision-making?

How to think creatively and get results?

How to build bridges between the large corporations and the experts in smart cities?

How do we generate awareness of the contents we create?

How can anthropology be applied to business?

How to turn an idea into economic value?

How can we accelerate digital business in Latin America?
Encounters for questions and answers about innovation

Exchanging knowledge and experience acquired is one way to promote innovation in the business community. Accordingly, we organize many activities with different formats, in addition to taking part in multi-industry events.

In 2012, we held the 5th Innovation, Technology and Growth seminar. This year, it was devoted to the technology trends that show the path to growth. The second edition of the Innovation Day has consolidated this event’s importance for creative thinking, innovation and results.

We also opened the doors to contributions from all disciplines to enrich the debate. There were sessions on the importance of predictive analytics, the application of anthropology in business, accelerating digital business, converting an idea into economic value and supporting the development of smart cities.

For its part, the new newsletter Innovation Times helps boost external diffusion of the InnovAction program.

These encounters and activities generate questions that unveil a new field for reflection. And each answer helps us achieve a greater understanding of our context and develop an innovative approach.

Trivial Pursuit: a game of questions and answers that develops cognitive ability.
Innovation, Technology and Growth: our focus on new growth paths

Together with ComputerWorld, Accenture organized the 5th Innovation, Technology and Growth seminar: “Winning the future”. The event was held on May 31 at the Palacio de Cibeles, in Madrid.

This annual meeting is considered a landmark event by our customers and one of the most important on technology and innovation (TI) in Spain.

The keynote themes in this edition were the four new growth paths: Mobility, Analytic Intelligence, Smart Networks and Cloud Computing. With these themes, we have highlighted the technology trends that forward-looking managers will use to aim their organizations towards growth, instead of focusing on reducing costs and improving efficiency.

The goal pursued by the seminar was to offer a practical approach that could enable managers to align with these trends, both in the present and in the future. Thus, the target audience was:

• Current and prospective customers in leading companies
• Chief Information Officers
• Innovation Managers
• Functional managers (e.g., Human Resources, Finance, Purchasing, etc.)
• Senior executives (C-level).
The attendees, among them 121 clients of ours, were able to listen to success stories from leading Spanish organizations.

The speakers shared their experiences and explained how they have driven growth in their organizations through innovation and technology. The speakers were:

- Cristina Álvarez, Telefónica’s CIO
- Francisco Cornellana, Senior VP Information Technologies Worldwide, The Colomer Group
- Hermenegildo Franco, Concentrated Solar Power Director, FCC
- Ignacio Moreno, Analytics Manager, La Caixa.

The event was promoted on LinkedIn. It was also broadcast through the Twitter account @accenturespain with the hashtag #InnovacionAccenture, achieving a high level of participation among clients and journalists specialized in TI. All of the talks can be viewed on Youtube and Accenture’s website.

“Return on Analytics”, the importance of predictive analytics

On June 12, we organized the seminar “Return on Analytics” at the Queen Sofía Museum in Madrid. This seminar was attended by executives from large Spanish public and private organizations.

The event also provided an opportunity to officially present the integration of Neo Metrics, a leading consulting firm specialized in optimization and predictive analytics with headquarters in Madrid, in Accenture.

Viswanathan Anand, World Chess Champion, shared his vision on “The importance of analysis for anticipating the future and making the best decisions”.

We also presented the best practices and the fields of application of analytic intelligence and reflected on the importance of Analytics in the present context and its impact on the performance of our companies and organizations.
Our engagement with “Intelligent Cities Delivered”

Accenture sponsored the Smart City Expo & World Congress, a multi-industry event intended to create connections between the leaders of the world’s largest companies and the experts in smart cities.

The “Intelligent Cities Delivered” campaign was held in Barcelona on November 13-15 with Accenture as official sponsor as acknowledgement of our contribution to this field.
We come together to accelerate digital business

From Accenture Interactive, we organized the encounter “Accelerating international digital business: focus on Latin America”.

Held on November 21, it featured addresses by top-level executives:

- Bernardo Hernández, Emerging Products Manager, Google
- Humberto Pato Vinuesa, Market and Business Development Manager, Telefónica Internacional
- Alejandro Taylor, Executive Director of avVenta, the company purchased by Accenture and specialized in digital design and production services.

The speakers offered their vision of international digital business and the new agenda for achieving efficiencies, obtaining revenue sources and improving engagement with customers.

The event sparked an interesting debate on how to accelerate digital business, with considerable input from the executives attending it: senior corporate managers responsible for internet business and marketing or sales managers, mainly from internationalized companies.
“Business Anthropology”, understanding business by understanding people

On October 4, a breakfast was organized with Joan Vinyets as guest speaker. Vinyets is co-founder of A Piece of Pie and an expert in applying anthropology to business innovation. The session was held in the Madrid room in the Torre Picasso.

The goal pursued by this discipline is to identify patterns among different individuals by observing their behavior and, on the basis of this, articulate new business ideas and concepts.
“Faith is a profitable concept”, giving economic value to an idea is a matter of faith

Madrid City Hall hosted a highly inspiring talk and discussion on November 29 at its Ballesta Innovation Center.

The session “Faith is a profitable concept” was led by Daniel Landa, documentary producer and director, who explained how to turn an idea into economic value.

In the course of his talk, he immersed us in the experience of starting up a television project, from conception of the original idea to the audience’s response.

His documentary A world apart consists of 13 episodes lasting 52 minutes each. His images are seen the world over and portray indigenous peoples in the 21st century. Filmed between 2006 and 2008, it has been purchased by National Geographic and broadcast in more than 100 countries to large audiences.
Second edition of the Innovation Day

The second edition of the Innovation Day was held on November 15 at the Fine Arts Circle in Madrid. It is the year’s landmark event on creative thinking, innovation and results.

Accenture took part in this event as sponsor and speaker with the subject “Passion>ie: open innovation”.

The seminar had the following keynote speakers:
• Zaryn Dentzel, founder of Tuenti
• Tim Dune, Professor at the Creativity European Association and the Creative Problem Solving Institute
• Álvaro Ojeda, Corporate Innovation Manager, Grupo Reale
• Yordanka Dimitrova, Co-founder of Grow Up Launching School
• Pim Vossem, Operations and Programs Director at the Creative Education Foundation.
Outreaching with our InnovAction program

Significant effort is devoted to disseminating the activities and initiatives related with Accenture's innovation program.

Innovation Times newsletter

The public version published for our network of contacts regularly reports on our projects and other subjects of interest, with the following sections:

- **We're in the news**: news about InnovAction published in the communication media, meetings with customers and other items of current interest
- **Face to face**: interviews with innovation managers in large companies who are Accenture clients, start-up founders from our Innovation Marketplace and Accenture professionals who are involved in innovative projects, in video format
- **Entrepreneurs' runway**: brief video presentations (elevator pitch) of a company from the Innovation Marketplace, news about our entrepreneurship program Passion>ie and other news related with the entrepreneurial ecosystem
- **Technology observatory**: information, such as articles or studies, about technology trends.
- **Up to the minute with**: recommended articles, information graphics, studies, etc. about innovation from people at Accenture who are working on the program or from our associate network
- **Shhh... It's on the social media**: trends, tips and other items of interest on the social media.

InnovAction on Accenture’s website

The basic lines of our program can be viewed on Accenture's website. The website also has available for viewing relevant articles or studies and all the yearbooks that have been published.

Everything we do, in each yearbook

Since 2010, we have published a yearbook on the activities carried out during the year within the framework of InnovAction.
The value of intangibles
Innovation in services
Marketing of technology solutions
University-business connection
InnovAction Yearbook 2012
Designing an innovative society with the academic community

One of the necessary requisites for building an innovative society is to work with the academic community. The goal is to generate knowledge, train professionals, create university spin-offs and focus research on market needs.

With the Universidad Autónoma de Madrid (UAM), we have created the UAM-Accenture Chair in Management and Economics of Innovation, which has become an educational leader in this field.

One of the missions of this Chair is to promote the performance of studies and research. In 2012, we invited entries for the UAM-Accenture Chair Research Award with the theme “Innovation in services”. We continue to take part in teaching activities through the Interuniversity Master and Doctorate in Management and Economics of Innovation, and have started to teach this field of knowledge as a first-degree course. Without forgetting the significant work done by us in disseminating our activities.

To delineate technology transfer from universities to society, we allied with the Universidad Politécnica de Madrid (UPM).

Its specialty is identifying technology-based business ideas with market potential and helping them realize that potential. Our assistance is provided on both sides of the UPM Business Creation Program. One side is focused on new business creation, starting with the actuaupm competition. The other side is focused on supporting asset marketing. One of the initiatives aimed at giving visibility to the technologies developed at the university is the InnovaTech, UPM Innovative Research quality seal.

The goal of the joint work between Accenture and the academic community is to build a society focused from the base upwards on innovation.

✶ Pictionary: a team game that develops the ability to represent concepts.
Angry words: a game of cooperation that exercises the intellect to acquire knowledge.
Generating and sharing knowledge with the UAM

The goal of the UAM-Accenture Chair in Management and Economics of Innovation is to foster the presence of companies in the university’s teaching and research activities, particularly in areas of mutual interest that are fundamental for the growth and economic wellbeing of society.

This cooperation includes dissemination of the knowledge generated. It is vital to share this knowledge in order to take it into the field of professional debate and foster its application.

Studies to deepen understanding of business innovation

Joint research activities within the chair

In July 2012, the results of the study *The value of intangibles for financing SMEs* were presented.

Previous research had shown that small and medium-sized companies (SMEs) faced considerable difficulties in obtaining finance for their innovations.

However, this study shows that the companies that are better at managing their intangibles and their intellectual capital have a better chance of achieving levels of productivity above their industry average.

This observation is a first step towards encouraging public and private bodies to invest in companies that show that they are able to adequately manage their intangibles.

The Employers’ Associations of Tres Cantos, Alcobendas and Colmenar Viejo have assisted in the performance of this study, helping to choose companies for the case studies. The research has been funded by the General Secretariat of Innovation, through the Center for Industrial Technical Development (CDTI), the bank BBVA and the venture capital firms Pontia Capital and Perennius.
The InCaS Model has been applied in the study, developed in a European Commission project and supported by the Fraunhofer IPK Institute in Berlin.

With the financial support obtained for this research, the chair has had access to supplementary resources in 2012 that have added another 30% to the direct contribution received from Accenture.

**UAM–Accenture Chair Research Award**

In February 2012, the UAM–Accenture Chair 2011 Prize was awarded, with the theme “Educate for innovation, innovate for education”.

The winner was Jan-Christophe Bietenbeck, a doctoral student at the Center for Monetary and Financial Studies (CEMFI), for his paper *Teaching Practices and Student Achievement: Evidence from TIMSS (Trends in International Mathematics and Science Study)*. Accenture published a summary of the finalist research studies.

Candidates were invited to submit unpublished papers for the 2012 Prize, with the theme “Innovation in services”. By the end of October, 28 papers had been submitted by researchers from different countries. The jury’s verdict and the names of the winners were announced in the first half of 2013.

This joint activity with the UAM contributes a corporate presence to the academic syllabus in management and economics of innovation.
Academic programs that train experts in management and economics of innovation

Interuniversity Master and Doctorate

We continue to support teaching activities in the UAM-Accenture Chair’s postgraduate programs. The Interuniversity Master and Doctorate in Management and Economics of Innovation have been awarded the Mention of Excellence by the Ministry of Education.

One the most highly-valued activities is the Standing Doctorate Seminar, which offers students the possibility of contacting specialists in different research methods.

The master still receives about 10 applications for every place available; the applications are received from more than 30 countries.

In May 2012, a prize was announced for the best short presentation of a research project (Your dissertation, in a minute in the elevator), targeting the students enrolled for the academic year 2011-2012. All of them took part. In addition to the winner’s prize, there was also a runner’s-up prize.

In 2012, a master student was admitted to Manchester University's doctoral program, linked to the UAM-Accenture Chair through the EU-SPRI-Forum (European Forum for Studies of Policies for Research and Innovation), to prepare his dissertation.
The first-degree activities are directed by Professor Asunción López, which, in the last trimester of 2012, were the following:

- Presentation of the UAM-Accenture Chair to the students, explaining the support offered to the Corporate Innovation major. In future years, this presentation will be given in the session “Discovering innovation” to give added force to the message that, today, innovation is the most important business dimension to be considered because it is on innovation that competitiveness is built and maintained.

- The development of case studies in the Management of Innovation course given by Professor Patricio Morcillo. In 2012, companies such as Acciona, Amazon, Apple, CAF, Chupa Chups, Ikea and Talgo have been analyzed.

- The special work session with Zaida Sampedro, Chief Information Officer for the Madrid Health Service (SERMAS), and Rebeca Marciel, Accenture consultant. In this session, the students had the opportunity to learn first-hand about a number of innovative initiatives developed by the Madrid Department of Health in cooperation with Accenture Health.

Innovation is a degree too

In 2012, but with the intention to continue in future years, the chair’s activities were included in the first-degree studies in Business Administration and Management, targeting particularly students majoring in Corporate Innovation.

The goal is to create an awareness among students of the importance of innovation and show them how it has practical benefits in improving companies’ competitiveness.
Spreading the lessons learned

A professional network for the chair’s graduates

The MEGIN-DEGIN Alumni Network in LinkedIn facilitates professional contacts with the graduates from the post-graduate programs, creating a space for debate on subjects of interest and a means for communicating new developments, activities and research projects.

Using the information shared on this network, a study was carried out in 2012 on the employability generated by the master and doctorate programs, by industry sector.

According to this study, 62% of the graduates currently work in the services industry. Of these 38% render services to companies (as consultants, innovation engineers, economists, etc.) and 42% work in higher education.

By this means, the MEGIN-DEGIN Alumni Network will enable analysis of the graduates’ employability and the long-term effects of the academic programs on their careers.

We continue to share the Breakfasts with Innovation

The 7th Breakfast with Innovation, entitled "Research, protected innovation and business: the change", was held in November 2012.

The keynote speaker was Professor Manuel Desantes, Professor of International Private Law at Alicante University. He has also been Vice-Chairman of the European Patents Office and also works with the European Commission’s Legal Service as an expert in patents.

Looking towards the next Eu-SPRI Forum conference

The annual conference of the Eu-SPRI Forum will be held in Madrid, in April 2013.

With the title "Management of Innovation Policies", it will seek to encourage companies to play an active role in the design, implementation and evaluation of innovation policies. The chair has been working on the conference’s program since the second semester of 2012 in order to gain maximum diffusion.
Helping the UPM to create technology-based companies

The Universidad Politécnica de Madrid (UPM) maintains a firm commitment to transfer to society the benefits obtained from the research carried out in innovative technology solutions.

Accenture has also engaged with this commitment, supporting the Innovation, Marketing and Business Creation Area’s Business Creation Program.

This program supports the creation of technology-based university spin-offs, from the first steps to signature of agreements with marketing companies and including industrial property protection. The goal pursued by these and other actions is to align technology research with market needs to meet the area’s primary objective.

To work with the UPM in creating new companies is to support a program that seeks to adapt research in technology to market needs.
Support for asset marketing

The various activities included in the Marketing Program are:

- Counseling of researchers producing technology solutions, most of them with patent protection, for their marketing
- Production of fact sheets, reports and sales presentation documents on technology solutions targeting prospective customers
- Creation of UPM-owned patents in cooperation with university-business chairs
- Handling of meetings and agreements with industrial companies or companies specialized in services for innovation.

In line with this strategy, the name InnovaTech, UPM Innovative Research, has been registered. This brand is used to identify the technologies developed at the university with marketing potential. It motivates the university's researchers to work on innovative technologies and, at the same time, generates greater visibility for the results.

The 1st UPM Technology Marketing Course was organized to encourage participation in this program. This course, aimed at the university's researchers, provided practical information on the skills and tools required to start the technology solution marketing process.

Accenture is also working with the Research Department’s Industrial Property and Scientific Diffusion Area and with IT Services. The goal is to design and give functionality to a Technological Innovation section within the R&D&i Observatory to promote technology solutions offering greatest market potential, mostly with patent protection.

The most newsworthy activities and happenings are also featured in the Innovation, Marketing and Business Creation Area's newsletter.
Support for business creation

The path chosen by the area to support the creation of technology-based companies (university spin-offs) is the Business Creation Program.

Its purpose is to offer advisory services adapted to the needs of each business project proposed by members of the UPM’s university community.

In 2012, once again, a high number of participants was achieved, with business ideas submitted by all groups (students, professors and researchers) and almost all of the university’s schools and centers.

Among the program’s services is the UPM actúaupm Business Creation Competition. Its 9th edition concluded in 2012, with record participation and, as has been the case year after year, with a high degree of technological innovation in the business projects submitted.

The initiative is sponsored by the Ministry of Economy and Competitiveness and the Ministry of Education, Culture and Sport. Accenture is a platinum sponsor, FDI Internet & Mobile is a gold sponsor and InvestBAN is a silver sponsor. FLUOR, Rousaud Costas Durán SLP and Savior Venture Capital are also sponsors and Industriales Escuela de Negocios, Axón Capital, the magazine Emprendedores and Global Incubator (UPM start-up) are partners to the competition.
Diffusion activities

The area organizes various seminars both for entrepreneurs and for individual industries in schools, centers and research institutes.

It also takes part in other activities in cooperation with other entities, such as the Entrepreneurs Round Table organized as part of the UPM’s summer courses at La Granja. Also the technical session on technology transfer at the University of Valladolid and the gamification and financing workshops as part of the Madrid Region’s 9th Entrepreneur’s Week.

The area also took part in a number of university job fairs: InduForum at the Higher Technical School of Industrial Engineers, Polytechnic University of Madrid, Satalec at the Higher Technical School of Telecommunication Engineers, and the 3U Job Forum.

Among the activities focusing on innovation and marketing of results through university spin-offs, one of the highlights was the lecture “Opportunities for entrepreneuring in a global world”, given by the president of Microsoft International, Jean Philippe Curtois. A perfect opportunity to learn about the vision of one of the company’s top executives on the technology and innovation trends that may be useful for people interested in entrepreneuring.

The 1st InternetTech Forum was held with the goal of creating meeting spaces between new entrepreneurs, companies, investors, experts in trends and ground-breaking start-ups in Internet, mobile communications and technology. This event forms part of the activities sponsored by the UPM’s FDI Innovation and Technology University-Business Chair.

The 1st actúaupm New Technology Companies Investment Forum was also organized in cooperation with InvestBAN, Investors and Business Angels Network. An excellent opportunity for eight business projects created in the university environment to present their proposals to a large number of investors specialized in technology projects.
Significant figures

Seminars

40
More than 40 seminars in different formats

2,600
Attended by 2,600 delegates

13,000
With a total attendance of 13,000 delegates in the last 5 years

Activity

474
474 business ideas detected in the 9th actúaupm competition

150
More than 150 projects submitted and given individualized advice

58
58 business plans prepared by teams participating in the same competition

Communication media

170
170 hits in internal university media and external media concerning both UPM start-ups and the program itself

12
12 companies created (3 spin-offs and 9 start-ups)

123
A total of 123 companies created with the support of the Business Creation Program

25,400,000
Since 2007, these companies have received more than 25.4 million euros in private equity funds
Evolution of the number of UPM start-ups

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Evolution of the number of ideas submitted to the actúaupm competition

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On-line School of Creative Thinking and Innovation

I-Experiences

Innovation Champions

Internal communication

Grapevine

InnoVille
An environment that fosters our professionals' innovativeness

At Accenture we firmly believe that people are our organization’s strongest asset. In Spain alone, more than 9,000 employees work for all industry sectors and in all business areas. The 120 countries in which Accenture is present make up a network of more than 250,000 professionals.

Innovation is essential in our business activity, so it is vitally important to develop it from within the organization to contribute value to our clients.

That is why we have started InnovAction Bottom Up at Accenture. An environment that develops our professionals’ innovativeness and commitment and is grounded on the following tenets: communication, education, involvement and recognition.

Communicating the initiatives we start is how we keep our professionals informed and motivate them to be a part of the Accenture innovation process.

Education creates spaces for developing skills such as creativity and cooperation. Our On-line School of Creative Thinking and Innovation is a leader in learning these disciplines.

We have developed Grapevine to engage people in the contribution of ideas. This collaborative on-line tool provides the environment for fostering our collective intelligence.

Living unique creative experiences or I-Experiences is how we recognize the people who innovate most and encourage everyone’s commitment.

In short, this environment facilitates the identification, development and promotion of innovative talent in our organization.

CityVille: an experiential game that requires social skills to create a participative, collaborative environment.
Grapevine: a fertile place for thinking together

A common feature of all of the most innovative organizations is that they are able to engage the people who work in them in the idea generation process. Having clear objectives is key for engaging them in the process.

And as any mind functions better thinking together than thinking individually, each participation enriches the process. Sharing experiences stimulates creativity while also simplifying the search for a better idea and opening up new possibilities.

The goal is to enable everyone to become a source of ideas in creating new products and services, optimizing in-house processes and improving people’s work lives.

The process is supported by the platform specifically developed by Accenture. More than 4,700 professionals have participated through Grapevine, contributing more than 2,100 ideas.

Grapevine is the on-line collaborative platform developed by Accenture to facilitate the generation, management, screening and prioritization of our professionals’ best ideas.
Our collaborative on-line tool

The ideas contributed by our platforms are included in Accenture’s collaborative on-line platform, together with the appraisals received from the time it is presented. This enables us to monitor every detail of the process.

Use of this tool also brings other related benefits, such as:

• Promoting a new way of working, more collaborative and more efficient, when using a virtual environment
• Motivating the organization’s members to engage and commit
• Developing creativity and innovation, as it creates an environment that rewards and motivates the generation of ideas that have been refined by collective intelligence
• Facilitating the comparison of ideas within the organization, by allowing them to be structured, systematized and shared.

In addition to using this tool in-house, we also offer it in SaaS mode to our clients.

The platform’s name, Grapevine, is due to its similarity to clusters of grapes. Just like a cluster consists of a series of grapes joined together by different branches, in Grapevine ideas are grouped together to form a whole.

This simile also enables us to liken the process by which an innovative idea materializes with the preparation of wine:

• The seeds represent the challenge that it is wished to address. Users can view the current seeds according to their area of interest and choose which one they wish to contribute their ideas to
• The grapes are the ideas that emerge from each seed or challenge
• The grapevine represents all the ideas that have been built one on top of the other, making up the clusters. When any of the grapes is selected, an information box appears with a summary of the idea, its author and the percentage number of users who have given it a positive rating
• The value of the wine is calculated from the scores given by users to each idea.
Significant figures since Grapevine started

37
Seeds or challenges addressed

1,417
Days of active tool

2,137
Grapes or ideas contributed

35,559
Logins

9,198
Wine appraisals or idea scores

4,762
Users
Highlighted seeds from 2012

Social media
We proposed this challenge with the goal of generating ideas about how we can use the social media to help our clients and meet their needs.

MAD2020
This seed was proposed to find ideas for transforming Madrid into an Olympic city in all aspects, beyond what was strictly sports-related: health, education, transport, tourism, etc.

“You are the center”
After launching the Accenture project “You are the center”, we provided the possibility of giving opinions and contributing ideas to enrich and improve it through a seed with the same name.

The goal pursued by the project is to facilitate access to all the information related with the broad value proposition offered by Accenture to its professionals (personal development, career growth, compensation package, work-family reconciliation, work environment, etc.).

Analytics
In January, Accenture purchased Neo Metrics, a leading Spanish company specialized in predictive analytics and optimization models. With this acquisition, Neo Metrics' analysis capabilities and research and development assets are added to Accenture’s analytic models portfolio.

This seed enabled group thinking on how these capabilities can contribute value to industrial sectors. At present, we also render services to sectors such as telecommunications and financial services.
Spaces for stimulating creativity

People are not just born with a high creative potential; we can also work to increase it.

Based on this belief, Accenture offers its professionals the possibility of taking part in educational activities to develop their potential.

Accordingly, we are constantly exploring ways to improve cooperation between our professionals and their capacity for innovating. In 2012, we updated again the InnovAction educational program offered through the on-line training environment and various workshops.

On-line School of Creative Thinking and Innovation

2012 has been the year of consolidation of this initiative launched the year before and which is revolutionizing how the creative disciplines are learnt. It makes an innovative use of new technologies, reinventing e-learning. Our goal is to make learning easier and more effective.

The On-line School of Creative Thinking and Innovation offers many benefits:

- Continuous learning throughout the year
- Training in creativity for the entire staff
- An individualized learning track adapted to the profile of each person working in the organization
- Multiple contents that are continuously updated, in various formats, such as video
- Practical exercises for creative development
- Thematic resources for inspiration
- Monitoring of learning through individual and group reports in real time
- On-line support via e-mail
- Idea storage system
- Integration with other applications.
It is a virtual training environment that integrates learning, exercise and idea generation, as well as supporting the Grapevine collaborative platform. Our goal is to transform it into:

- Learning Center: with resources for learning creative thinking and innovation disciplines
- Training Center: with exercises designed to develop skill in generating original ideas that contribute value. To help it in this, it has a virtual tutor and a mental gymnasium
- Inspiration Center: with videos, news and trends from all over the world in a personalized space that favors idea creation
- Ideas Library: with an archive of the ideas generated in the Training Center, offering the possibility of sharing them with other users
- Experience Market: the school gives points for each action performed, from watching a video to completing an exercise. The points obtained can be swapped for I-Experiences or creative experiences for those who innovate most.

Also in 2012, we ran two ideas competitions at the school: "Propose new seeds in Grapevine" and "Idea 10,000".

The purpose of these competitions is to encourage participation in and engagement with the school. On one hand, they provide an opportunity to put into practice what has been learned and to interact with the ideas proposed by other people. At the same time, they provide a means for getting points that can be swapped for creative experiences.

Other innovations introduced in 2012 for the school are:

- The possibility of generating creative sessions on a particular subject with the users considered most suitable. The goal is to facilitate the organization of focused joint work sessions
- Availability of versions for tablet and smartphone.

The On-line School of Creative Thinking and Innovation enjoys a high level of acceptance, with 1,002 registered users, of which 892 are active.

Training in creativity and collaboration is a key element of the activities we propose for encouraging innovation.
Workshops for thinking differently

The “Six thinking hats” and the “Green hat techniques” workshops follow the methodology created by Edward de Bono, a psychologist and thinking coach.

Both contribute to our professionals’ creative development, providing practice in ways of thinking that increase the ability to generate ideas and transform them into business value.

Workshops for cooperating better

COmmunity, COnnect, COoperate, COntribute, CCommune, CO-create, COnact, COnversation, COnnunication... Based on the common root of the concepts characterizing the 2.0 environment, we have created the CO 2.0 Workshop.

Here, we explore the human dimension of work in the new environment. Understanding the nature of cooperation in both the off-line and the on-line worlds contributes to the development of our professionals, both in their careers and in their interpersonal relationships.
Unique experiences for those who innovate most

At Accenture, we want to motivate people to become involved in the idea generating process and their participation in educational activities.

Those who innovate most gain access to unique creative experiences, most of them available on the On-line School of Creative Thinking and Innovation's Experience Market.

Training the mind

The motivation for creating our own gymnasium where we can exercise our mind is to win different items with a high innovation content.

Creativity in the kitchen

Taking part in a creative cooking workshop opens up the possibility of innovating outside of the work environment, in another environment that offers limitless potential, the kitchen.

From 0 to 100 in a Ferrari

All innovators love new experiences. Driving a Ferrari on a professional racing track and feeling the thrill of accelerating to 100 km/h in two seconds is without doubt an unforgettable experience.

Workshops for thinking and cooperating

Taking part in the “Six thinking hats” and the “Green hat techniques” workshops is an opportunity to develop creative thinking.
Internal communication circuits

During 2012, we have worked very hard to create an awareness of the InnovAction program among our professionals.

The communication concentrated on the launch of the newsletter Innovation Times and the revamped in-house portal.

The latest news in the Innovation Times

The goal of this newsletter is to regularly provide information about InnovAction initiatives and other subjects of interest.

The in-company version is sent to Accenture's more than 10,000 employees.

The contents are distributed into the following sections:

- **We're in the news**: news about InnovAction published in the communication media, meetings with customers and other items of current interest
- **Face to face**: interviews with innovation managers in large companies who are clients of Accenture, founders of start-ups from our Innovation Marketplace and Accenture professionals who are involved in innovative projects, in video format
- **Entrepreneurs' runway**: short video presentations (elevator pitch) of a company from the Innovation Marketplace, news about our entrepreneurship program Passion>ie and other news related with the entrepreneurial ecosystem
- **1,2,3 action**: reminders of actions for Accenture's personnel, such as contributing ideas to Grapevine or entering the On-line School of Creative Thinking and Innovation
- **Up to the minute with**: recommended articles, information graphics, studies, etc. about innovation from people at Accenture who are working on the program or from our associate network
- **Shhh... It's on the social media**: trends, tips and other items of interest on the social media.
Access to all activities on the company portal

In 2012, we changed the image of the InnovAction program’s in-house portal. After the revamp, the contents are grouped as follows:
InnovAction Program
innovaccion.spain@accenture.com

Accenture is a global management consulting, technology services and outsourcing company with 261,000 professionals who serve clients in more than 120 countries. Pooling its experience, its capabilities in all industries and business areas, and its research on the world’s most successful companies, Accenture works with its clients to help them transform their organizations into high-performance businesses and public administrations. During the fiscal year ended August 31, 2012, the company generated a net turnover of 27.9 billion dollars.

Accenture's Internet address is www.accenture.es