

About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 249,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.

Achieving High Performance with Accenture Business Process Outsourcing



High performance. Delivered.

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accenture

consulting | technology | outsourcing

Business Process Outsourcing

- *Market maker:*
With more than two decades of BPO experience, Accenture is a steward of the industry; we signed one of the first ever Finance & Accounting BPO deals in the early 1990s and we continue to be at the forefront of the evolving BPO market.
- *Acknowledged leader:*
For five years in a row, the International Association of Outsourcing Professionals (IAOP) has named Accenture the number 1 global outsourcing service provider in the Global Outsourcing 100. Based on IDC and buyer analysis, Accenture has also been named an IDC MarketScape Leader in Business Analytics BPO Services.
- *Award winner:*
Recent awards include Best Financial Services Award with Deutsche Bank (2012); Best Global Services Award with Carillion & Best Business Transformation Award (2011); Global Excellence Award for Innovation in Outsourcing with Microsoft (2011), and have been consistently ranked in leadership positions by industry analysts.
- *Strategic partner:*
A client-focused culture characterized by strong and enduring relationships with many of the world's leading companies – serving more than 400 clients across the world.
- *Industry specialist:*
Provide deep knowledge and experience across all industry groups and a suite of industry-specific BPO services.
- *Integrated capabilities:*
Recognized for our consulting and technology experience and strong alliances with technology suppliers, we have also built decades of application and infrastructure outsourcing experience.
- *Analytic insight:*
Deliver insights and innovations by applying analytics and deep industry knowledge to create new business opportunities for our clients.
- *World-class delivery:*
Over 44,000 people across 50 locations within our Accenture Global Delivery Network—delivering services to client operations in 39 languages in 150 countries—fast, efficient, world-class delivery at scale.
- *Global complexity specialist:*
Serve complex, global organizations and proven experience managing post-merger integrations.
- *Operational excellence:*
Relentless focus on industrialization, quality and continuous improvement, with large investments in proprietary technology, innovations, tools and patents.
- *Innovator and thought leader:*
Identified the characteristics of High Performance BPO – analyses and studies into how organizations can drive better business performance in critical areas such as finance, supply chain, analytics and more.
- *Exceptional people:*
Recruit and retain the best – our BPO team delivers the full spectrum of cross-industry and industry-specific services. Includes diverse professional skills from pharmacists and doctors in Bangalore to nurses in Manila; from multi-linguists in Prague to accountants in Buenos Aires and from supply chain specialists in Barcelona to marketing professionals in Mumbai.



Accenture BPO Services:

Partner with a market leader

Until recently, companies had limited expectations for their Business Process Outsourcing relationships: they wanted cost savings, greater efficiency and streamlined operations. Today, organizations in both the private and public sectors are looking for more as they wrestle with unprecedented challenges: economic uncertainty, market complexity, hyper-competition, changing consumer expectations and regulatory pressures.

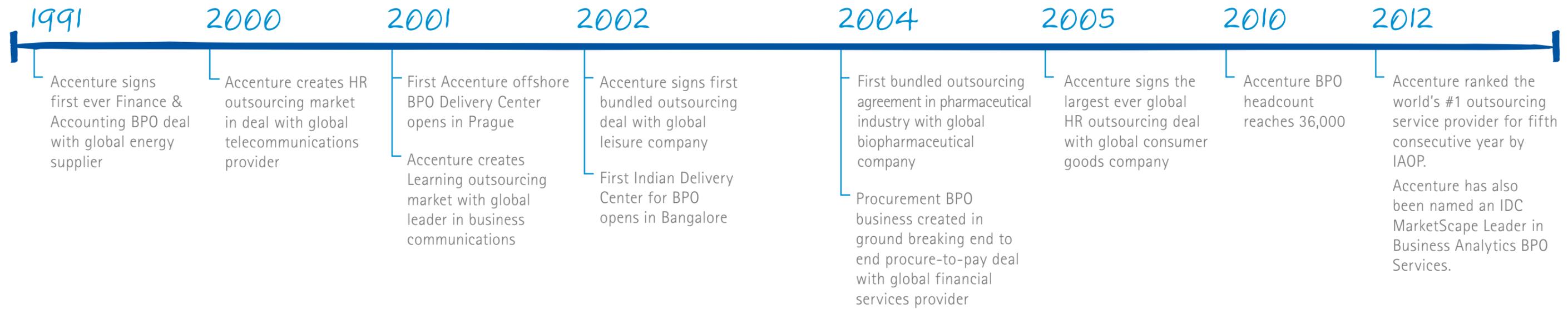
A new generation of BPO is here, and Accenture is leading the way. Accenture offers comprehensive BPO services whose success is rooted in deep experience and knowledge of our clients' business and industry. We collaborate to help clients define a broader spectrum of performance targets—not just cost efficiencies and operational excellence but other measurable business outcomes such as increased sales, better customer satisfaction, increased market share, higher levels of employee engagement

and productivity, improved shareholder value and more. We work with our clients to define those goals... and then we deliver.

Whatever your business goal, we make it work, with you and for you, bringing a passion for reliability, value and performance. We apply extensive analytics capabilities—using our industry acumen, the data we manage for clients and our knowledge of your organization to improve your operational engine. By analysing data and processes we uncover hidden

insights and generate innovations that result in business growth.

Accenture BPO's industrialized delivery capabilities—backed by our unparalleled Global Delivery Network located across 50 countries—enable us to deliver consistently high levels of performance, at the scale you need. Accenture is a steward of the BPO industry, making a real difference to the way our clients operate globally, every day. Our services touch the lives of millions.



We are highly differentiated, so the world's leading organizations trust us to dramatically improve their business performance and shareholder value.

A BPO pioneer with more than 21 years experience, Accenture offers comprehensive BPO services across multiple business functions and processes—finance & accounting, procurement, marketing, supply chain, HR and learning. We also offer BPO services specific to the unique needs of particular industries such as telecommunications networks, credit services, healthcare, utilities, pharmaceuticals and more.

We know what makes BPO relationships work. Our extensive experience, commitment to innovation and research into the characteristics of "high performance BPO" have given us a deep understanding of what drives a successful BPO relationship.

We are proud that clients have achieved this level of high performance through working with Accenture. We bring a partnership attitude to every BPO relationship, and it shows in our long term arrangements with our clients and the flexibility we show to deliver results.

Most important, however, is that we have deeply knowledgeable people, committed to continuously improving the performance of our clients' organizations. Speak with our people anywhere in the world—Europe, Asia, the Americas—and you might find a doctor, a mechanical engineer, a former HR executive, chief financial officer or head of procurement. Chances are, you'll find someone who speaks your language ... literally: 39 different languages are spoken across our BPO business.

We constantly survey the market, our clients' needs and leading industry trends, which helps us to recruit top talent from around the world. We also have innovative, ongoing programs to support our people, to engage them in the broad range of our BPO services, to continue their professional and individual development and to honor their insights and work.

One of the biggest compliments we receive from our clients is when they tell us that they cannot tell anymore who is from their company and who works for Accenture. That is, our people are "just part of the team." While maintaining our outside perspective and always bringing fresh thinking to your business, we also become deeply engrained in how you serve customers, perform critical business functions and drive the next generation of insight and innovation.

1. *A focus on producing measurable business outcomes — like improved financial performance, better employee retention, customer acquisition, and increased sales — in addition to cost efficiencies.*
2. *A comprehensive approach that looks at your business in its entirety, beyond any single function or project.*
3. *Ongoing, analytics-based insights driven by our deep industry and functional experience.*
4. *A commitment to teaming and collaboration, and a partnership mindset that results in increased value for our clients over the long term.*
5. *The ability to support complex, transformational change for your organization.*

We discuss each of these five dimensions in the pages that follow.

Distinctive capabilities, *exceptional people*

1 A focus on business outcomes and on driving measurable improvements in business value

High performance BPO relationships aim high. At Accenture, we aim to deliver on our clients' cost and efficiency goals, and we also help them pursue higher levels of business value – specific strategic outcomes that can be measured and that can help achieve competitive advantage.

These can range from improving compliance and risk management to increasing customer satisfaction; from improving revenue generation to upping workforce performance or improving working capital and optimizing costs and profits & loss performance.

High performance delivered: Helping our clients achieve measurable business outcomes

Accenture's commitment to working with organizations to improve operational efficiency and drive business results has borne fruit for our clients around the world. Outcomes we've achieved for our clients include:

- A global oil and gas company needed to improve compliance and control across its procure-to-pay Accenture processes. Working with Accenture Finance & Accounting BPO, the company increased pay-on-time performance from 53 per cent to 82 per cent, leading to improved compliance and vendor satisfaction. Accenture also identified opportunities to improve cash flow of \$157 million, leading to annualized profit and loss impact of \$1.82 million.

- A leading telecommunications company was looking to improve the speed with which it provides new products and services to its customers. Accenture Network BPO has collaborated with the company to implement system and process improvements. These have reduced the time it takes customer service agents to fulfill customer requests, resulting in a 41 per cent productivity increase. Achieving this outcome has allowed the company to redirect agents to support new businesses in support of the organization's growth strategy.

- A North America-based healthcare payer needed to increase overall stakeholder engagement across its business. Accenture Health Administration BPO improved the quality of demographic, network and contractual data by 10 per cent (to over 97 per cent). As a result, customers and clients now have faster access to care and claims payments.

This focus on business outcomes is part of the distinctive Accenture BPO promise, and we are prepared to back that commitment up with contractual terms where fees are linked to you achieving your goals. We are a leader in progressive arrangements such as gain-sharing, which provide mutually beneficial incentives improve operational performance and drive insight-based innovations for our clients.

"62 percent of high performers consider business impact targets as an important component of the BPO service model, compared with 50 percent of typical performers."

High Performance BPO: Eight Practices That Can Drive Long-Term, Differentiated Value from a BPO Relationship – Accenture Research, 2012

2 A comprehensive approach that looks beyond single functions toward end-to-end optimization across related processes

Our research and experience tell us that high performing organizations – and their BPO providers – take a comprehensive view of what they are outsourcing across an entire end-to-end process. And they work together to drive overall process excellence that fundamentally improves the business – not just to meet numbers on a Service Level Agreement scorecard.

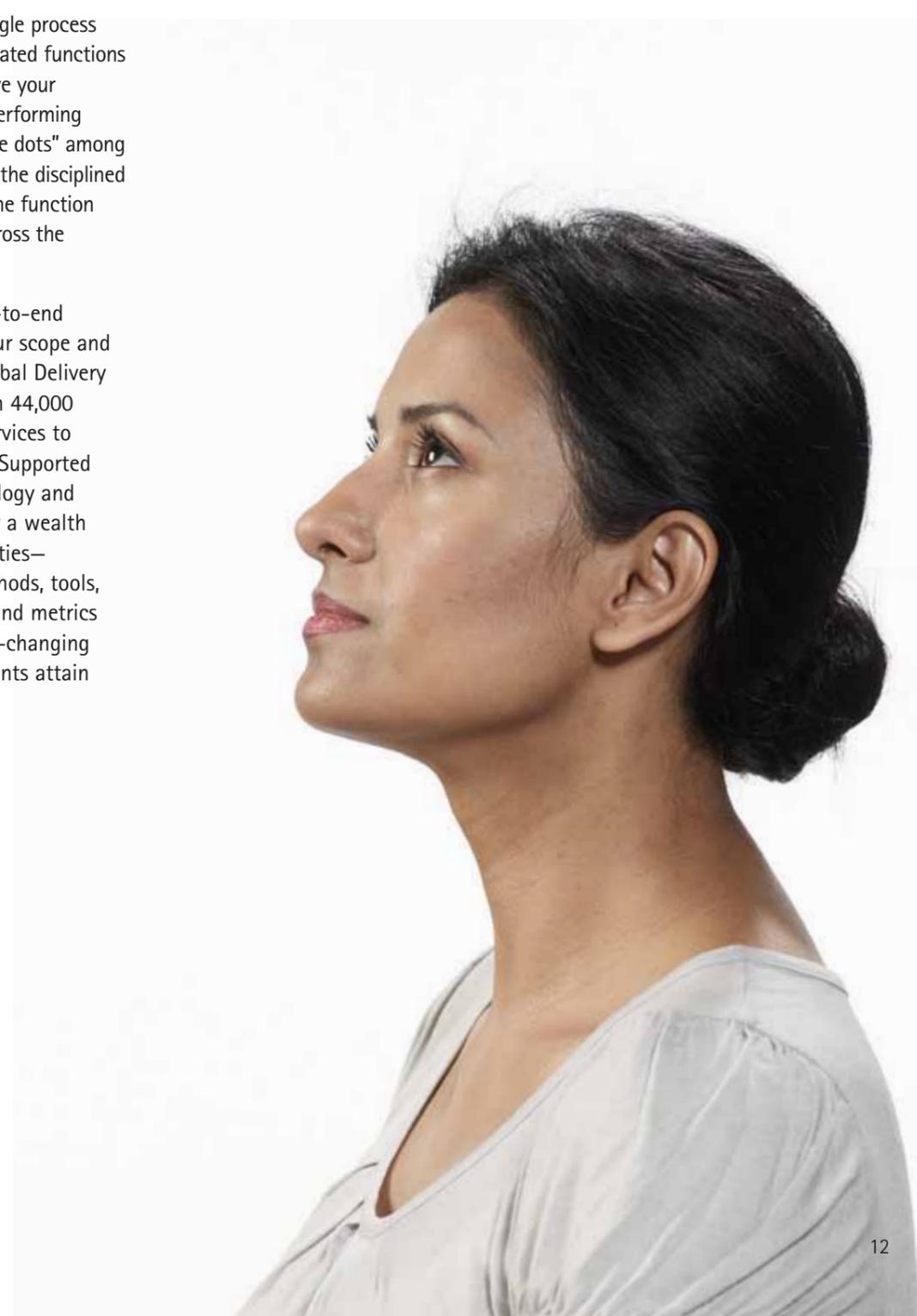
We work with clients to improve processes, not just perform existing processes better—another distinctive characteristic of BPO high performers. We consolidate, rationalize and standardize across business units and geographies, helping drive more valuable business outcomes such as increased efficiency and improved quality.

And we look beyond a single process to see how changes to related functions or processes could improve your BPO performance. High performing organizations “connect the dots” among interrelated processes, so the disciplined pursuit of excellence in one function improves performance across the whole business.

Our comprehensive, end-to-end approach is backed by our scope and scale—the Accenture Global Delivery Network, with more than 44,000 people providing BPO services to clients in 150 locations. Supported by deep industry, technology and business acumen, and by a wealth of industrialized capabilities—including processes, methods, tools, architectures, analytics and metrics Accenture delivers game-changing solutions to help our clients attain high performance.

“We wanted some creativity around the solution. In addition to achieving the economics and process rigor, we wanted to create strategic value out of our outsourcing relationship.”

Senior Director Finance Operations, Global Technology Provider



Accenture's comprehensive, cross-industry BPO services focus on reliability, optimized processes and better business performance. Our BPO services cover:

F&A: Procure to Pay; Order to Cash; Record to Report

Procurement: Sourcing and Category Management; Procure to Pay

Supply Chain: Plan to Procure; Order to Deliver; Deliver to Service

Marketing: Digital Marketing Operations; Campaign Management; Insight and Analytics

H&R: Talent Acquisition; Talent Development; HR Administration

Learning: Learning Planning and Curriculum Design; Content Development; Learning Technology; Learning Delivery; Content and Knowledge Management; Learning Administration; Certification Services

Accenture's industry-specific BPO services use our deep knowledge of industry dynamics to jumpstart clients toward greater business value. These BPO services include:

Capital Projects BPO— Project Management and Support; Claims and Compliance Support; Procurement & Supply Chain; Engineering Data and Document Support

Care Management BPO— Utilization Management; Care Integration

Credit Services BPO— Residential Mortgage Fulfillment; Residential Servicing/ Default Services; Commercial Real Estate Underwriting and Processing; Commercial Real Estate Portfolio Management

Insurance BPO— Life and Annuity Services; Property and Casualty Services; Pension Services

Health Administration BPO— Claims and Cost Containment Services; Provider Network Management; Group Setup and Member Enrollment; Billing & Accounts Receivable; Provider Revenue Cycle; Government Program Operations

Network BPO— Network Provisioning Services; Network Assurance Services; Access Management Services

Pharmaceutical BPO— Pharmacovigilance; Clinical Data Management

Utilities BPO— Customer Contact; Billing; Credit and Collections; Payments; Command Centre; Customer Analytics

3 Ongoing, analytics based insights driven by our deep industry and domain experience

As a new generation of BPO emerges, the field of providers is separating in terms of who can provide value beyond cost takeout and efficiency. What are the distinguishing capabilities of the top providers? Our high performance BPO research points to industry experience as one important differentiator.

With decades of industry-specific process knowledge and the ability to draw on consulting experience, Accenture knows how to address the business challenges of our clients, and how to drive better business outcomes based on the dynamics of a particular industry. We have industrialized that hard-won wisdom into a suite of industry-specific BPO services that can dramatically speed time to value for critical functions. We then keep driving toward higher levels of value for our clients by applying our extensive analytics capabilities to their business.

Using sophisticated tools and techniques for statistical surveying, root-cause analysis and process optimization. We generate valuable business outcomes for clients in three ways:

- Improve operational engines. Our analytics tools allow close investigation into the end-to-end performance of a process or function, enabling us to drive standardization and reduce time and waste. Our proprietary software solutions include the Accenture BPO Navigator—a one-stop portal that provides Accenture BPO and our clients with combined visibility into operational performance and critical business process data.
- Uncover hidden insights. We generate additional insights by tracking data across different parts of the client organization, using these insights to optimize business outcomes or to balance competing objectives.
- Innovate to drive top line growth. We help clients manage data—from the front office, back office or both—to generate process innovations or improve time to market to increase revenue.

“Analytics is increasingly the tool that drives dynamic innovation.”

Lacity & Willcocks,
Outsourcing Unit, London
School of Economics.

4 Commitment to teaming and collaboration – and a partnership mindset that results in increased value for our clients over the long term

When you speak to an Accenture BPO client, you are struck by their deep commitment to a strong, collaborative relationship – a mindset that is a distinctive feature of high performance BPO.

At Accenture, we believe that effective governance is important to solid BPO performance. But true collaboration goes deeper. It is about attitudes and behaviors. We work with you to understand strategic objectives and how the BPO relationship is tied to those goals. We proactively refine those objectives as the relationship matures; adapting the BPO arrangement based on changing business or marketplace conditions.

"I'm not interested in being just a recipient of 'service.' I want us to be strategic partners. It is a word that is tossed around in a clichéd way. But for me, 'strategic partner' means: let's talk about my five most important objectives and how that overlaps with the things that the provider does."

Commercial Director, Global Energy Company



5 The ability to support complex, transformational change for your organization

BPO changes the way organizations operate—how they are structured, how they serve customers, how their people are incentivized and rewarded, and much more.

These changes are critically important to achieving high performance, but the positive business outcomes possible with BPO are difficult to achieve if organizations fail to account for the effects of the change on their people. BPO high performers excel at change management.

Accenture is a global leader in change management services and we have leading edge methods and tools for managing change. We bring to the table dedicated, market tested procedures to help our clients' people understand and accept change, move through transition periods and then perform at high levels within the new way of doing business.

Our change management services can drive a variety of positive outcomes for our BPO clients, including improved adaptability, increased success rates for an outsourcing transformation, and improved stakeholder buy in and commitment.

We also bring to our clients extensive experience, with supporting methods and tools, to enable faster and more effective workforce transitions. Accenture research found that BPO high performers place as much importance on internal transformation as they place on transforming the outsourced processes. Our approach to transition paves the way to several key outcomes:

- Aligning organizational structures and operating models, focusing on organization architecture and design, job realignment and performance management.
- Enhancing skills and capabilities of the retained workforce, with an emphasis on training, knowledge transfer and performance support.
- Improving the coordination between the retained and outsourced workforces, with close attention to organizational culture, cross culture awareness and workforce collaboration.

Managing change: Secrets of the high performers

One of the most startling findings from our high performance BPO research was the large gap between high performers and typical performers in terms of attitudes toward change management. 88 per cent of companies working within a high performance BPO relationship regard change management as important, compared with only 62 per cent of typical performers. And more than 77 per cent of high performers characterize themselves as successful at executing change management plans—33 percentage points higher than typical performers. (Accenture High Performance BPO Research, 2012.)

Conclusion:

Why Accenture?

Accenture has been evolving and shaping the BPO market since its inception – we are a steward of the industry. We change the game for clients, providers and people who work in BPO, in terms of delivery, analytical insight and vision.

In a world where trusted relationships with clients are critical, we have built one of the most recognized and admired brands in the world. Our clients include leading organizations from an array of industries and sectors, who know that when we make a commitment to them, we deliver, every time.

Industry analysts and observers rate Accenture BPO at the top of the market in execution—commenting on our unparalleled ability to deliver against clients' business-outcome objectives.

To learn more about how Accenture can help you achieve high performance in BPO, visit us at www.accenture.com/highperformancebpo.

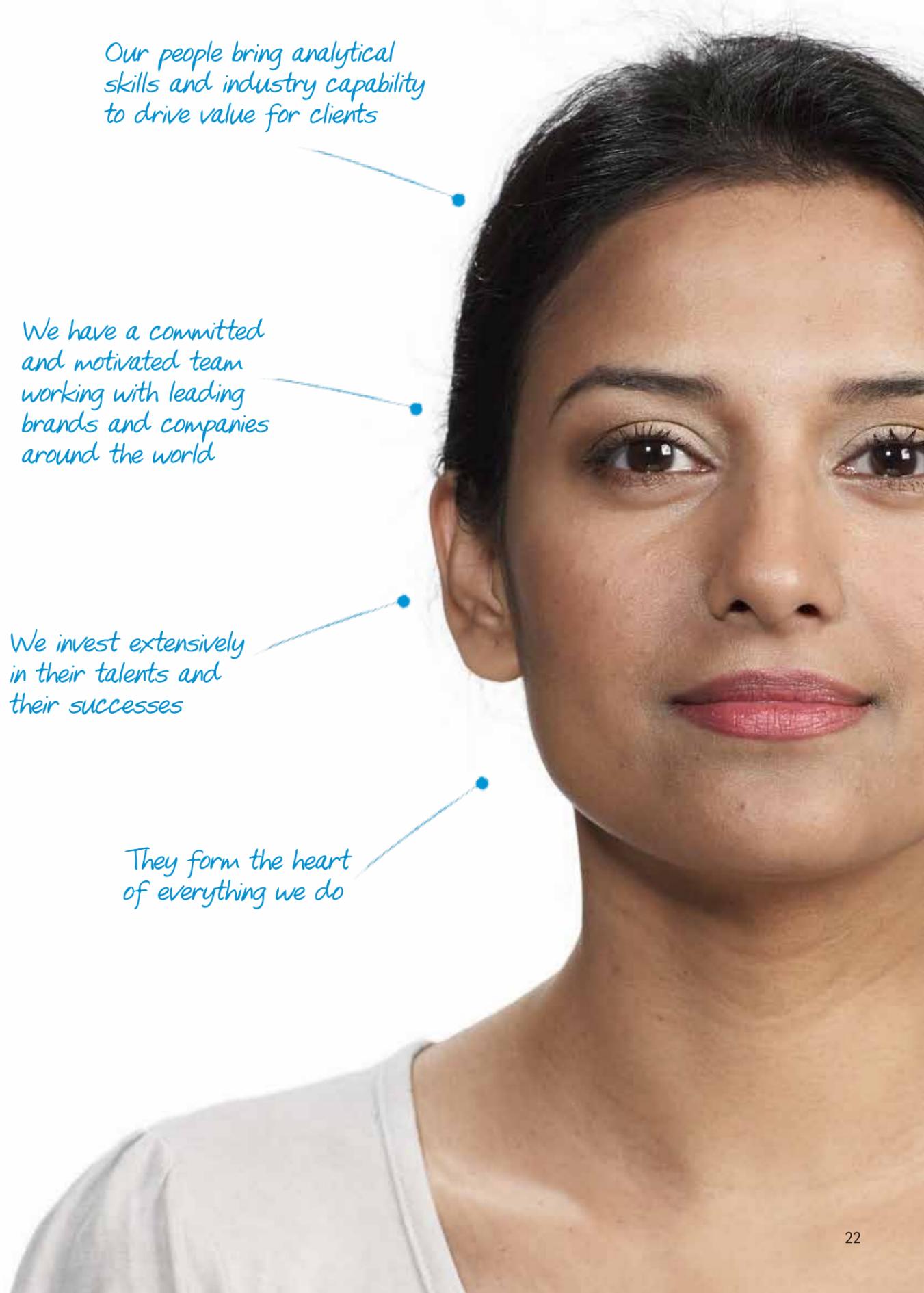
Our people bring analytical skills and industry capability to drive value for clients

We have a committed and motivated team working with leading brands and companies around the world

We invest extensively in their talents and their successes

They form the heart of everything we do

Our people make this possible!



Accenture's exclusive research into high performance BPO

Accenture, in conjunction with the Everest Group and the Outsourcing Unit of the London School of Economics, has published a comprehensive research study into the characteristics of "high performance BPO"—BPO that produces business value for an organization that exceeds that of its industry peers in a way that can be sustained over time.

About 20 per cent of the companies participating in the research study have succeeded in achieving high performance BPO status with their providers based on their excellence in eight categories:

- 1. End-to-end approach:**
Taking a more holistic path toward value, high performers consider the entire, end-to-end business process to be in scope within the BPO arrangement.
- 2. Partnership mindset:**
High performers consider their BPO provider to be a strategic partner, and the two parties collaborative closely.
- 3. Effective change management:**
The best BPO relationships consider the workforce and organizational impacts of operational and business change and they execute change management effectively.
- 4. Value beyond cost:**
In high-performance BPO, both client and provider acknowledge the importance of cost reduction, but also focus on additional improvements in organizational performance.
- 5. Targeting strategic outcomes:**
High performers aim for specific strategic outcomes from a BPO arrangement that can be measured and that can help achieve competitive advantage.
- 6. Industry knowledge and analytics:**
High-performance BPO providers leverage deep industry and domain knowledge, and also drive additional insights from analytics.
- 7. Retained organization transformation:**
High performers work to enable the retained organization to perform effectively in the new environment.
- 8. Technology as a business enabler:**
In high-performance BPO relationships, technology serves as more than just the infrastructure of delivery; technology is a source of operational improvements and business innovation.

What should you be looking for in a BPO relationship?

How can you increase the value you receive from BPO?

What does high performance BPO look like?