

October 22, 2008
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Inside Outsourcing™



INTERVIEWED BY LARRY JANIS

Inside with:

Trey Campbell, CEO

Accenture BPO Services, LLC

Accenture BPO Services delivers high-performance solutions to leading companies in the middle market. With solutions in the areas of Finance and Accounting, Payroll, and Human Resource services, Accenture allows clients to focus on their core business by managing their transactional processes and systems with high efficiency. The company leverages leading technologies, commercially proven operational methods and highly-skilled talent to reduce operating costs, improve reporting, and enhance customer and employee relations.



LJ: You recently joined Accenture to lead the firm's mid market business. Please share with us the business model and product/service model.

TC: I did recently join Accenture, and am delighted to have the opportunity to work with a very talented team. Our business focuses on providing outsourcing solutions tailored to what many refer to as the "middle market", which for us is defined as companies below the 15,000 employee level. We offer high quality, cost effective Finance and HR solutions using a one-to-many proprietary technology platform. The system gives us common infrastructure and automation tools, while providing configuration flexibility for specific client needs. In HRO, we deliver comprehensive administration of HR services like payroll, employee data management, compensation and contact center. In FAO, we offer a full spectrum of Record-to-Report, Order-to-Cash, Procure-to-Pay and Statutory Support services. Many of our clients bundle FAO and HRO services together to create a package that fits their needs. Our expertise in delivering these services through a global delivery network and proven commercial operations model gives our clients quick implementation and cost effective performance.

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FROM THE EDITOR

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Inside Outsourcing's goal is to provide you with articles of interest and with a forum for the exchange of information in this rapidly evolving industry.

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LJ: What is your target market?

TC: We focus on businesses that range in size from \$500M to \$2.5B in revenues, and have employee counts below 15,000 associates. Our primary target market is North America, although we do have clients who operate in many other countries around the world. For us, the ideal client is a leader in its field that wants to transform the way it delivers Finance and HR transactional services. Often, the client's leadership wishes to focus its capital and management talent on its strategic initiatives, while partnering with Accenture to leverage our process and operational expertise, ready infrastructure, and scale economies.

LJ: What are Accenture goals for this business unit?

TC: Accenture made a bold investment in the mid-market with its 2006 purchase of Savista, a built-for-purpose company with an established technology solution, management team, and delivery model that was developed specifically to serve this market segment. Now renamed Accenture BPO Services, the primary objective for this business is to expand market leadership in this rapidly growing segment. By coupling Accenture's legendary service culture with a tailored solution that delivers quality and solid economic value, we are positioned to offer a unique value in the marketplace. Along the way, we want to introduce other Accenture services to this portion of the business market. We are the face of the firm in this arena, and as we grow, we have the opportunity to present Accenture's other skills and offerings to this robust market group. One of the things I've been struck by most since joining Accenture is the depth of talent in this company. You just can't help but be impressed with the caliber of the people here, and the value they can provide to improve business performance.

LJ: Your background, prior to joining the firm was predominately HRO, what challenges do you face in assuming responsibility for the new role?

TC: While my recent past has been focused on HRO with Exult/Hewitt, I've been fortunate to have worked in many BPO domains, including Finance and Accounting, through earlier stints with firms like PricewaterhouseCoopers. These experiences across companies have given me broad exposure to "the good, the bad, and the ugly" of BPO contracts. Along the way, I've learned a lot about the types of clients you want, and how those relationships need to be managed to ensure mutually beneficial outcomes. I'd say that one of my biggest challenges is to make sure we continue to choose our new engagements wisely in the days ahead.



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There is much opportunity in this market, and it's easy to get swept up in doing deals and implementing new clients at a rapid pace. Making sure we have a solid engagement structure, defined expectations for both parties, and a strong governance model to manage the relationship is something we'll stay focused on as we add new clients.

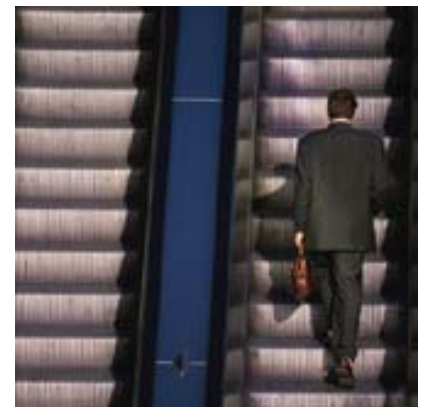
Another challenge is "sticking to our knitting". In the world of BPO, you find that variations abound in what one would think are pretty standard transaction processes. Different technology tools and variations in process, measurements or control schemes are usually present in some form as you examine a client's current situation and evaluate its potential for outsourcing. Sometimes it's tempting to move away from your standard to accommodate a client and win the business. But, if you don't carefully think through what must be kept consistent in your delivery model and stay true to that, you find yourself with a wide assortment of metrics, tools, and methodologies, which can add risk to service delivery. In this market, I don't believe we'll be successful with that approach. So it is vital that we know exactly where we can bend and where we cannot. For example, we have invested a great deal into our proprietary technology tools, and believe our value is greatest when we leverage that platform as a one-to-many solution. You'll find that will be a constant for us as we engage clients going forward.

LJ: What innovations are buyers looking for in a service provider?

TC: Buyers continue to look for a strong value proposition that includes quality service delivery, proven tools and infrastructure, and deep process expertise at a price that gives them real economic savings. Innovations that serve to strengthen the value of any or all of these areas are always in demand. We are constantly working on new process and operational enhancements that drive reliability and cost reduction that can be passed along to our clients. Standardization and automation through technology enhancement are a big part of our focus. Recently, the concept of Software as a Service (SaaS) has received quite a bit of attention in the provider marketplace. SaaS offers enhanced scalability for the technology component, along with better flexibility and speed in configuration. I believe you will see a number of providers incorporating this type of approach into their offerings in the days ahead to reduce start-up costs and shorten implementation intervals. As always, the key will be to introduce innovation while maintaining the operational rigor that is necessary when you run mission-critical processes for clients. We plan to continue keeping our eye on both of these targets, leveraging Accenture's established methodologies, to make sure we achieve our goal of providing a fully managed service that helps our clients become high performers in their industries.



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LJ: What has made you successful?

TC: Everyone has their own point of view on what success looks like. As it relates to the business world, for me it is all about creating a high performance team. I work hard to define the direction and destination for the organization, and set the tone on what we want to be known for both inside Accenture and with our clients. I have found that clearly articulating these principles and then aligning accountabilities and incentives with that view creates the framework for the team to come together and innovate with a shared purpose. After that, you measure and reward based on achievement, with no ambiguity as to whether we completed the mission or not. We also stress balance and a fairness doctrine when it comes to relationship management. Because our company manages mission critical aspects of their HR and/or Finance and Accounting processes, clients rely on us to anticipate issues and catch mistakes before they happen. That often means we must both work to streamline end-to-end processes and be accountable for our portion of the deliverables. Achieving this balance, with an underlying relationship based on mutual give-and-take is key. Saying the words is easy, but really making it work across a wide variety of engagements takes lots of practice.



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Integrated Search Solutions Group

We are a retainer based executive search firm with over a decade of experience in successfully attracting top talent in the areas of Outsourcing (IT, BPO and BPM), Consulting (Strategy & Technology) and traditional corporate functions (CIO, CTO, CFO, etc). We have worked effectively with major corporations as well as venture capitalized start-ups. Executive recruiters typically pride themselves in their ability to recruit top executives, irrespective of the industry. Leaders tell us a different story; they value what we do because we understand their business.

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