

December 21, 2005

# Inside Outsourcing™



## Inside with: Joellin Comerford

Group Chief Executive—Outsourcing & BPO Organization  
Accenture

**Larry Janis' interview  
with:**

**Joellin Comerford,  
Group Chief Executive  
Accenture**

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills, and technologies to help clients improve their performance. With more than 123,000 people in 48 countries, the company generated net revenues of US \$15.55 billion for the fiscal year ended Aug. 31, 2005.

### **LJ: How is the global outsourcing model evolving?**

**JC:** Outsourcing is mainstream. Every business executive has at least considered it for their business. And expectations and demands are rising. Buyers are increasingly demanding improved business performance -- asking "what business outcomes can I achieve?", not just "how much money can I save?"

We also believe operational excellence will be critical to our success and the success of the outsourcing industry. Buyers need to know that when they turn over a process they will get predictable and repeatable delivery end results. They need to depend on disciplined execution.

### **LJ: Are the buying patterns different outside the United States?**

**JC:** We don't see a difference in buyers at the core -- every executive is looking for ways to increase their business performance, profitability and competitiveness. Every buyer is looking for higher performance at lower costs. What we do see, is different challenges by geographic region and also as much by industry. You have to understand the government, regulatory and cultural environments and adapt to make it work for the individual buyer situation.

### **From the Editor.**

Welcome to our current issue!

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.



## Inside with: Joellin Comerford

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### LJ: What are the top concerns of the buyers of Outsourcing services?

**JC:** Accenture believes that buyers are looking to hire a outsourcing partner -- not just a provider. They have an outsourcing “wish list” that may include: bottom line performance improvements; increased efficiencies and best practices; improved operational excellence; and better access and utilization of technology.

### LJ: How does offshore outsourcing emerge as part of the BPO offering? Is it just labor arbitrage or are there intrinsic values?



**JC:** We believe business executives are not only looking to lower cost of service and ownership but to gain performance improvements as well. These include improving management control and flexibility; improving operational and organizational performance; and increasing their ability to focus on the core business. More and more, clients are exploring business process outsourcing to achieve these goals.



### LJ: What are Accenture's competitive advantages in the industry?

**JC:** Accenture’s differentiated approach -- from planning to mobilization to operational excellence -- ensures a smooth start-up and quick value realization.

- Our focus is always on delivering business value, whether focused on reducing cost, augmenting staff or providing high-end work.
- We provide a complete end-to-end capability leveraging the right professionals with the right skills for each task, who work as a cohesive team with consistent Accenture processes globally.
- We are uniquely positioned to draw on a combination of industry expertise, functional capabilities, alliances, global resources and technology to deliver competitively priced, high-quality services that produce tangible business results that help our clients improve business performance.
- Regardless of where our professionals are working, they work together with our clients seamlessly. We have distilled the collective experience of our people into a common set of methods, tools and architectures, which together provide common parameters to enable our global teams to deliver consistent, high-quality solutions.

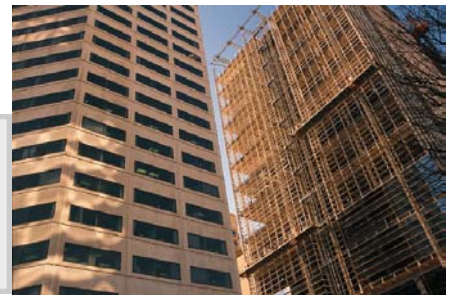


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**LJ: What innovations are the buyer looking for in a service provider?**

**JC:** Companies who outsource are looking for innovations that will increase efficiency, speed to market, and improve workforce performance. We often see deals in the marketplace that are created looking at what has been done in the past -- like driving a car looking out the rear view mirror. At Accenture, we always look forward, thinking about what might happen in the future and to find a better, faster way to get where we're going.



**Global Delivery Models Increase in Sophistication;  
Suppliers Attack Costs**

SAN RAMON, Calif., Dec. 19 /PRNewswire/ -- neoIT, the leading offshore advisory and management firm for BPO and ITO, today issued its annual predictions for services globalization industry.

neoIT's predictions for 2005 have largely been realized, with leading suppliers focusing on higher-value customer segments and solutions as well as greater cost containment measures. The other area that saw significant development was the steady growth and emergence of new ITO and BPO supplier markets, with China, the Philippines and Central Europe, particularly Poland, Czech Republic and Hungary gaining strength.

In 2006, neoIT sees two major trends dominating the growth of the global services industry: the advent of true "Services Globalization" as outsourcing moves beyond mere cost savings to the full scale leveraging of the unique capabilities of supply markets to source IT and back office services. The other major trend is the enhancement of "Services Sourcing Options" as service providers mature and as new supply locations emerge. As the global services sourcing platform becomes more sophisticated and complex, this will necessitate the presence of global sourcing experts in each organization.

India is expected to maintain its supplier leadership role in the US market, but will be challenged in some areas by the increasing strength of the Philippines, Brazil, Mexico, Israel, Russia, China and other aspiring supply markets. China will remain the most preferred sourcing location for Japanese clients, similar to what Czech Republic, Poland and Hungary is for Western European clients. neoIT predicts that the extent of China's influence on sourcing options for the US market will be lower than widespread market predictions.

The timely neoIT white paper trend predictions are segmented into general trends for the services globalization industry, buyer market trends and supplier market trends.



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## Integrated Search Solutions Group



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

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***From all of us to all of you; happy and healthy holidays!!***