

February 28, 2007

# Inside Outsourcing™



## Inside with: Kevin Campbell Group Chief Executive – Outsourcing Accenture

Larry Janis'  
interview with:  
Kevin Campbell  
Accenture

Accenture is a global management consulting, technology services and outsourcing company, with net revenues of US\$16.65 billion for the fiscal year ended Aug. 31, 2006. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. Their "high performance business" strategy builds on our expertise in consulting, technology and outsourcing to help clients perform at the highest levels so they can create sustainable value for their customers and shareholders.

**LJ:** *You have been involved in outsourcing for a long time with Accenture, Exult and Hewitt. What changes have occurred on the provider side?*

**KC:** While every aspect of outsourcing has matured, the changes affecting BPO have been most significant. The three biggest changes are the emergence of global delivery networks, the importance of operational excellence as a core competency of outsourcers and the maturation of outsourcing buyers.

### 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.

The global delivery networks have really become a major differentiator in the industry. Clients have realized that labor arbitrage is only part of a solution. India-only solutions only solve one aspect of a business' outsourcing requirements. More interesting have been the different ways some competitors have built out pieces of their global network. We built ours in advance of client demand while others are still waiting for customers to help fund their infrastructure expansions.

Operational excellence is a concept that originated in the manufacturing world and its precepts are dramatically reshaping how BPO is delivered. The inclusion of continuous improvement techniques means outsourcing has moved from a one-time cost saving executive tool to a powerful solution that delivers ever-improving business outcomes.

Buyer savvy is growing constantly. Smarter outsourcing buyers have become far more discerning between the differences between outsourcers and the value they could receive from each. We welcome this new sophistication in buyers as companies will naturally self-select the best firms.

*(continues on next page)*



## Inside with: Kevin Campbell

### Group Chief Executive – Outsourcing Accenture

**LJ: What were the salient points in your decision to return to Accenture?**

**KC:** I have several passions in my life. Some are personal and others professional. In my work life, I love two things: helping businesses grow and developing my entrepreneurial side.

Accenture was where I really cut my business teeth. I had a great 17 years there and in that time I was highly instrumental in developing our outsourcing business. I left Accenture for six years because the entrepreneurial bug hit me big time. I helped build a great outsourcing business there but missed the global scale, deal size and resources of Accenture. So, I came back.

Accenture continued to grow its outsourcing business while I was gone. They had the right foundation, an awesome team and a fantastic track record in building out their global outsourcing operations. I came back because I could leverage the capabilities of this great team and the resources of this firm. Now, I can grow an even larger business and satisfy my entrepreneurial zeal.

**LJ: A lot has occurred since your return, like the acquisition of Savista to be your platform to the middle market. What directions do you envision the outsourcing practice taking over the next few years?**

Mid-market firms fascinate me. Too few firms serve them and fewer still serve them well. We believe that the time is definitely right for middle market companies to reap the benefits of outsourcing and this is why Accenture acquired Savista. Excellent business outcomes should be attainable for all sizes of companies and we intend to address the unique needs and wants of the mid-market business universe.

We are also expanding our offerings in the area of bundled outsourcing. Client interest in this has grown significantly of late and with good reason. It takes a lot of management time and attention to oversee multiple outsourcers and to negotiate boundary disputes between outsourcers. More clients are questioning the wisdom of having different HR, finance and IT infrastructure outsourcers. By combining processes,

we're finding that companies get better business outcomes, reduced costs, and faster time to value. Top executives are getting more of their scarce time back to spend on more strategic business matters. We believe this trend will continue to find favor and should work well for firms like Accenture.

**LJ: What are some of the major challenges facing Accenture in this highly competitive business sector?**

**KC:** Consulting firms, historically, have been loathe to build out capacity in anticipation of future demand. Thankfully, that was never a business practice Accenture bought into.

*(continues on next page)*



>  
accenture



**Inside with: Kevin Campbell**  
**Group Chief Executive – Outsourcing**  
**Accenture**

Satisfying client demand has become increasingly difficult for many outsourcers because they failed to develop their infrastructure, acquire and train talent and make needed capital investments in an appropriate time frame.

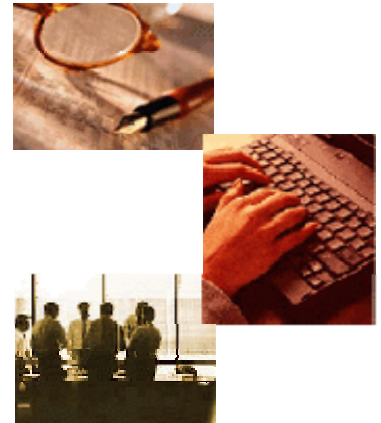
Accenture has all the pieces to succeed today and tomorrow. We possess deep industry skills and experience, extensive process knowledge, a broad range of services in Application, Infrastructure and Business Process Outsourcing. We built a global delivery capability unmatched in the industry. We can succeed because we were proactive in building the practice. The challenge we could face will come only if we take our eye off of serving the client: if we don't listen to the market; if we fail to communicate, communicate and communicate with clients; and, if we fail to deliver innovative, differentiated and value-driven solutions to our clients.

**LJ: How would you define Accenture's competitive advantage in the marketplace?**

**KC:** The marketplace for outsourcing is continuing to redefine itself and, as a result, it's creating new hurdles for service providers to meet. We feel particularly well-positioned for the outsourcing market of today and the emerging one of tomorrow. Why?

- **Global service capability is something everyone says they possess but few really deliver.**

We possess outsourcing centers in India, Eastern Europe (4), China, Philippines, Buenos Aires and many other locales. We aren't India-centric in our approach. Clients want to hedge their outsourcing bets and not be too dependent on one location, one currency, etc. We understand that and we do it better than almost any other firm.



- **Industry expertise is another thing everyone claims to have but few deliver.** We've been an industry business solutions firm long before we were an outsourcer. Our knowledge of industries, markets, regulations, business practices, etc. is massive. We are potent ally for clients – an ally that truly understands their business.

- **Our ability to scale, particularly when it comes to bundled outsourcing, cannot be equaled.** We not only have specific offerings for remote managed services, application maintenance, most BPO process and more but we also can bring these together into seamless, trouble-free solutions for clients. We're not offering this because it's convenient for us. We provide this because clients get a more trouble-free solution, enhanced economies, more effective processes, reduced regulatory headaches and better business outcomes.

*(continues on next page)*



---

## Integrated Search Solutions Group



We are a fourteen-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.

### Office Locations:

New York  
Florida  
London  
Italy

Phone: 516-767-3030  
email: [janis@issg.net](mailto:janis@issg.net)  
[www.issg.net](http://www.issg.net)  
Members of: HROA, SBPOA,

## Inside with: Kevin Campbell

### Group Chief Executive – Outsourcing Accenture

**LJ:** *You have achieved a great deal in your career, what do you attribute your success to?*

**KC:** Many things have served me well but first, and most importantly, my strong connection with my kids has kept me grounded. They have been my greatest joy and I work hard to maximize my time with them. That personal connection is important to me as I believe a balanced personal/professional life is a mandatory part of any executive's career.

For business, doing good work with great people is my number one reward -- and I've always been fortunate to have great clients and great client service teams. As an outsourcing executive, I view my job as taking obstacles out of people's way so they can do their job better. I want my clients and my people to have a rewarding and enriching experience.

Lastly, I've learned from all the people I've worked with and am privileged to have mentors who impart unique insight and understanding of the market. I still seek the insight of others and I'm still learning new things every day.



***“ If all the world is a stage, where is the audience sitting?”  
- George Carlin***