

# 10 Leadership Development at Accenture

Martina Beck and Ildiko Kreisz

Accenture - Austria, Switzerland and Germany (ASG)

## 10.1 About 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 83,000 people in 47 countries, the company generated net revenues of US\$11.8 billion for the fiscal year ended August 31, 2003.

### 10.1.1 Accenture History

Continuous innovation and rapid transformation have been themes throughout Accenture's history. Established in 1989 primarily as a technology consultant and systems integrator, Accenture soon began offering a new breed of business integration solutions to clients —solutions that aligned organizations' technologies, processes and people with their strategies.

Throughout its history, Accenture has expanded its offerings and capitalized on evolving management trends and technologies to benefit its clients. The company - under the name Accenture since January 2001 - pioneered systems integration and business integration; led the deployment of enterprise resource planning, customer relationship management and electronic services; and has established itself as a leader in today's global marketplace.

Joe W. Forehand, a partner with 30 years of experience, was named managing partner and CEO in November 1999 and chairman of Accenture's board of directors in February 2001. Under Forehand's leadership, Accenture became a public company in July 2001 when it listed on the New York Stock Exchange.

Today Accenture is one of the world's leading management consulting and technology services companies, working with 4,000 clients on nearly 18,000 engagements over the past five years. Of the Fortune Global 100, Accenture serves 92.

### **10.1.2 Accenture's Business**

Every day, Accenture's professionals work with many of the world's biggest, best and most innovative organizations, helping them identify and capitalize on business and technology opportunities. Accenture's different areas of business are:

#### ***Consulting***

Companies are looking for more than "advice", they need total solutions. That's why Accenture has developed a comprehensive approach to consulting that moves clients forward at every level of their business, from high-level strategic planning to improved customer service, to day-to-day operations.

#### ***Technology***

Technology underpins every decision organizations make, from the markets they enter, to the systems they deploy, to the skills they require of their people. Every day Accenture delivers new technology-based business solutions to its clients, leveraging the capabilities of the Accenture Technology Labs, the global solution centers and the deep technical skills of its people.

#### ***Outsourcing***

In a world that demands greater shareholder value and new approaches to everything from day-to-day operations to long-term strategy, companies need to focus on activities that differentiate their business. Whether through a conventional outsourcing model - delivering long-term value through the management and operations of entire information technology departments, or through netsourcing - the new economy's Internet-based subscription model for outsourcing - Accenture focuses on bringing both business and technology skills to deliver life cycle solutions and bottom-line results to hundreds of organizations around the world.

## **10.2 Accenture's Structure**

To achieve the number 1 goal—helping clients innovate to move the performance of their business to new heights – Accenture's structure is being geared to the structure of the markets it is serving. Accenture's business is structured around five Global Operating Groups:

- Financial Services,
- Products,
- Resources,
- Communications & High Tech,
- Post and Public Services.

The global operating groups together comprise 18 industry groups serving clients in every major industry. The industry focus gives Accenture an understanding