Information 2015

Reforming the paradigm

Contents

Organizations need the right information at the right time to make accurate decisions and to optimize business processes. Yet the role of information, and the way an organization's employees interact with that information, is rapidly changing.

With this continuous challenge to established paradigms, organizations need to rethink their whole approach to information management if they are to remain innovative and competitive.

Working with forecasting consultancy, Z_punkt, Accenture evaluates the key trends that will shape information practices in the near future and provides thought-provoking insight into how organizations might successfully manage information as a means to achieve high performance.

A changing landscape

Business functions are in transition: How we handle and make sense of data is shaped by social, technical, economic and cultural trends.

In our professional and personal lives, the impact of major social, political, economic and technical trends is being felt across the globe.

New economic geographies

Global power shift to Asia

As a key emerging market, Asia's economic catch-up continues to grow apace. The global economic crisis has even further increased the influence of emerging markets on financial markets and impacted the very nature of the global economic system. Increasingly, Western organizations must compete with a new generation of rapidly expanding companies which, supported by their governments, enter world markets and vie for all manner of resources, including knowledge and people. Meanwhile, organizations in the East are gaining a technological edge and are beginning to outperform established companies.

Fully "glocalized" markets

Local resources are crucially important to economic success and development. Access to local resources, such as people, raw-materials and knowledge, has become as vital as being able to access the global dimension as a means to achieve economies of scale. Regional customization requires establishing a bottom-up approach with comprehensive knowledge about regional distinctions, local practices and cultural expectations. Organizational structures must be adopted and allow for local decision making. In 2015, the most successful enterprises will be those that reach some kind of equilibrium between a global and local approach.

Project-based economy

Organizations are collaborating more fully on a temporary and project basis. They increase efficiencies by combining their unique skills and resources to solve specific tasks, while remaining legally independent. By 2015, this form of value-added cooperation will provide 15 percent of total Gross Domestic Product in Germany alone. As a result, relationships between companies, governments and individuals are becoming more flexible and the number of external partners increases, including relationships across national borders. Project-based enterprises must consider adapting their project management, collaboration, human resource and knowledge management processes and modifying their organizational structures accordingly. Standardized communication protocols and project management are an essential aspect of these collaborative efforts.

Demographic shifts

Facing the aging brain drain

Most industrial countries are already dealing with substantial population decline and the impact of aging. On the plus side, population aging forces societies to reform and to innovate. At the reverse, aging societies can be a drain on innovation and economic potential. For instance, young people in economically underdeveloped regions may migrate to more prosperous regions which further increases economic and social disparity within a country. Organizations located in regions with a high share of elderly people must compensate for the lack of new talented personnel by encouraging further education, life-long learning and professional health care. Measures to ensure that knowledge remains within the company in the eventuality of retirement or employee turnover will gain greater significance.

Smart IT infrastructures: The world evolves towards a smart world, in which objects are linked with each other and form large, scalable sensor networks.

Millennials transform the working culture

In 2015, Millennials—the first generation born into the digital technology age — constitute the majority of the workforce.[1] This generation of well-educated and experienced multimedia users, who are able to deal with several communication devices simultaneously and in real time, has high expectations about workspace technology provided by their employers. Millennials are motivated by flat hierarchies, work in virtual teams, enjoy flexible working conditions and fascinating tasks, rather than being driven by material incentives. They are characterized by a high technology affinity, which plays an important role for the implementation of new technologies in companies. Their ingenious handling of information, and their willingness to readily try out new tools to optimize their work processes, also presents challenges for corporate data security.

Globalized war for talent

In the light of demographic changes, Western companies will struggle to find enough qualified personnel. Qualified labor is increasingly supplied by the population-intense economies of China and India, leading to a global competition for the most talented employees. Talent relationship management and global recruiting strategies, as well as ensuring the successful integration of employees from diverse cultural backgrounds, will be a major challenge in the future.

Empowered consumers

Confident, digitally-empowered consumers

Well-informed and discerning consumers are gaining market power, as modern information technologies increase the transparency and cross-comparison of companies and products. Availability of information and instant, online exchanges amongst users alters customers' behavior towards companies. Customers, living a flexible lifestyle (in time and place) demand flexible processes, personalized offers and immediate services. Delayed waiting or handling times are no longer acceptable; increasingly, consumers demand borderless consumption in real time. Loyalty is less important for the customer of the future. If customers feel undervalued, they switch to a supplier who cares about them. For organizations it becomes essential to recognize early signs of customer dissatisfaction and to improve their customer relationship management techniques.

Do-It-Yourself culture

With the benefit of maturity, consumers in Western societies are more active than ever before. These new consumers represent an emerging customer type who is both producer and consumer at the same time, replacing the passive buyer-customer. Customers are taking responsibility for the relationship too: not only are simple tasks "outsourced" to the customer by means of modern information and communication technology— but also consumers are asserting themselves as net-value partners who are even integrated into the production and sales processes. Creating this degree of integration requires a new organizational paradigm; one that is based on openness and customer orientation. Established players are

[1] Source: "Millennials at the Gates: Results from Accenture's High Performance IT Research, Accenture, 2008

challenged by these broader community-based business models. Organizations increasingly act as an enabler of direct customer-to-customer transactions.

Value shift to social prosperity

Cooperation, diversity, openness and sharing of knowledge will not only have a dramatic effect on the economy, but also on society as a whole. Society has become more inclusive where people follow the credo of "share and win." The focus shifts away from the individual toward the community and common welfare. People decide to make use of their collective intelligence, build networks and organize their community activities by themselves. This approach toward collective social prosperity fosters new ways of thinking and dealing with information and intellectual property.

Real-time competition

Innovation-driven real-time competition

As many markets become saturated, high levels of competition and the need for businesses to remain dynamic means organizations must shorten their innovation cycles. Accelerated product development becomes vital as the digitalization of business and increased transparency allows for an ever faster imitation of products and services. Process optimization and the integration of IT solutions must go hand-in-hand to step closer to the ideal of management in real time.

Business model innovation

The business environment is changing rapidly due to new players, demanding customers and emerging technologies. To be competitive, companies realize increasingly that they will not succeed by focusing solely on product innovations. As a result, innovation in business models becomes a major differentiating success factor. The ability to adapt the business model in terms of industry model, revenue model and enterprise model, requires a corporate culture that embraces constant change and incorporates modifiable systems and processes.

Advanced Intellectual Property (IP) strategies

In a world with seemingly endless potential for internal and external collaboration, where company boundaries are virtual and information flows almost without barriers, the protection of IP is a big challenge for organizations. Legal relations between partners are often ill-defined and require clarity around how information is managed.

Smart IT infrastructures

Everything as a service

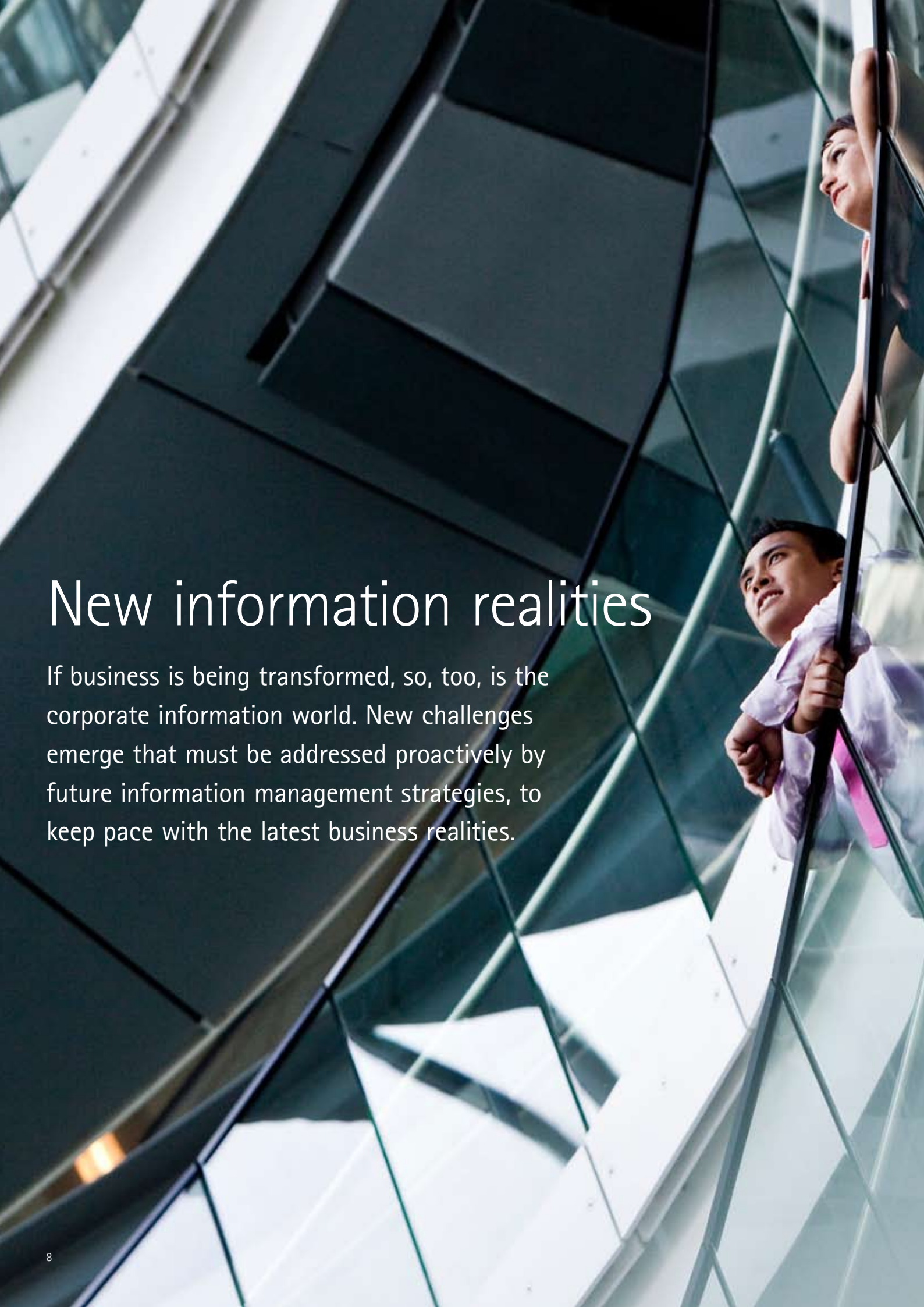
In the future, organizations will not be required to invest large sums in their own IT infrastructures; for a fee they can book Web space, applications and software online (Service-oriented Architecture/ Software as a Service). Enterprise software suppliers, are already offering integrated Web-based services instead of software. Information will become accessible from everywhere, decoupled from single devices. Cloud computing will facilitate collaboration and flexible working models and will allow smaller companies to use advanced IT. Concerns about data security will subside.

Ubiquitous intelligence and sensor Web

Computing capabilities will be more easily embedded into all manner of objects; whether a mirror or a coffee machine, there is the potential for computing, communicating, and connecting and therefore acting with some degree of intelligence; in most cases, completely autonomously. The world evolves toward a smart world, in which objects are linked with each other and form large, scalable sensor networks. The sensor Web enablement initiative from the voluntary consensus standards organization, Open Geospatial Consortium, marks a significant step toward developing geographic information systems that manage data linked to location almost anywhere across the globe. This is matched by the growing number of "always-online" smart phones to open up the potential for the development of a new generation of applications.

Advanced user interfaces

A dramatic shift in interface technologies will change the way we interact with computers, applications, networks and information. People will still use laptops and smart phones, but with new devices such as wall-sized organic LED displays, touch-tables and sophisticated speech, mimic and gesture recognition technologies, the human body is becoming an input device in itself. First introduced in the game consoles market the new "sense-response paradigm" for human-machine interaction is being rapidly absorbed into the field of professional business applications.



New information realities

If business is being transformed, so, too, is the corporate information world. New challenges emerge that must be addressed proactively by future information management strategies, to keep pace with the latest business realities.

Figure 1. Drivers, challenges and solutions for information management in 2015

What are the future drivers of corporate information?

Complexity

- Generating insights from exabytes of data (especially user-generated)
- Handling of mainly unstructured information
- Overabundance of sources: information as commodity.

Openness

- Balancing openness and security
- Mastering radical transparency
- Supporting open Innovation and collaborative value creation.

Real-time

- Enabling customer-centric real-time processes
- Real-time communication supersedes e-mail
- Ad-hoc collaboration
- Speeding-up of thinking and decision making processes.

What are the challenges for delivering valuable business information in such conditions?

Relevance

- Enabling access to the relevant sources
- Finding the appropriate people and competences
- Supporting the right insights at the right time.

Context

- Delivering task-related context information
- Understanding the social context in collaboration settings
- Understanding the actual activity context of the knowledge worker.

Quality

- Trustworthiness of sources
- Actuality and consistency of data
- Task-specific information.

What are the key concepts for innovations in corporate information management en route to 2015?

Analytics

- Generating value through human and machine-generated filters
- Advanced mass data analytics and visualization on a personal level.

Semantics

- Mining and management of metadata
- Developing a corporate semantic Web
- Maintaining an open intranet of tools and processes.

Bionics

- Learning from natural systems to deal with complexity
- Self-organizing data clouds
- Genetic algorithms to analyze huge amounts of data
- Software bionics: e.g. social agents.

Productivity redefined

In 2015 co-creation in open information ecosystems will be the predominant paradigm.

High performance businesses understand the needs of the Millennial generation and provide solutions that help their future workforce to maximize productivity.

Figure 2. The new productivity landscape

[2] A mashup is a Web page or application that combines data or functionality from two or more external sources to create a new service.

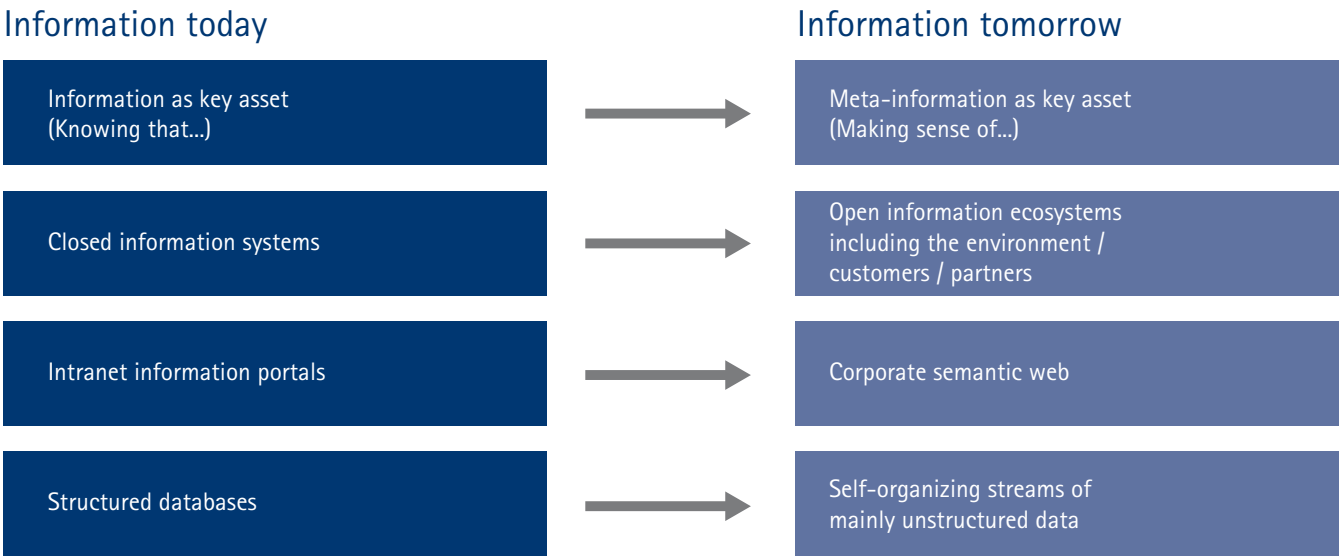


Figure 3. Information redefined

Information redefined

Although having the right information is a key asset, it is increasingly important to make sense of data. In particular, although machines can assimilate the ever-growing volumes of information, it is meta information that introduces reasoning to enable automatic agents to gather and search for information effectively.

Many information systems are restricted by company borders. If exchanging data between systems is difficult, exchanging data between organizations is even harder. We will see open information ecosystems in the future that allow fluid information exchange between the environment, customers and partners.

Today's unstructured content on most intranet portals is gathered and grouped manually. A central team decides on the information architecture and the content to include. When every piece of information within a company is annotated with metadata, applications or agents can autonomously gather and structure the content on a central information site. In this corporate semantic Web employees can start sophisticated search queries that are not possible with today's diffused and silo'ed information systems. Future employees will be able to create queries such as: "Find me all of our research projects between 2010 and 2015 and give me the name of the respective project managers."

A vast amount of data in today's corporate intranets cannot be productively used: information remains undiscovered due to poor annotation and connections between information that is hidden deep within databases or on file servers. In the future, self-organizing approaches to derive value from unstructured content will gain greater significance.

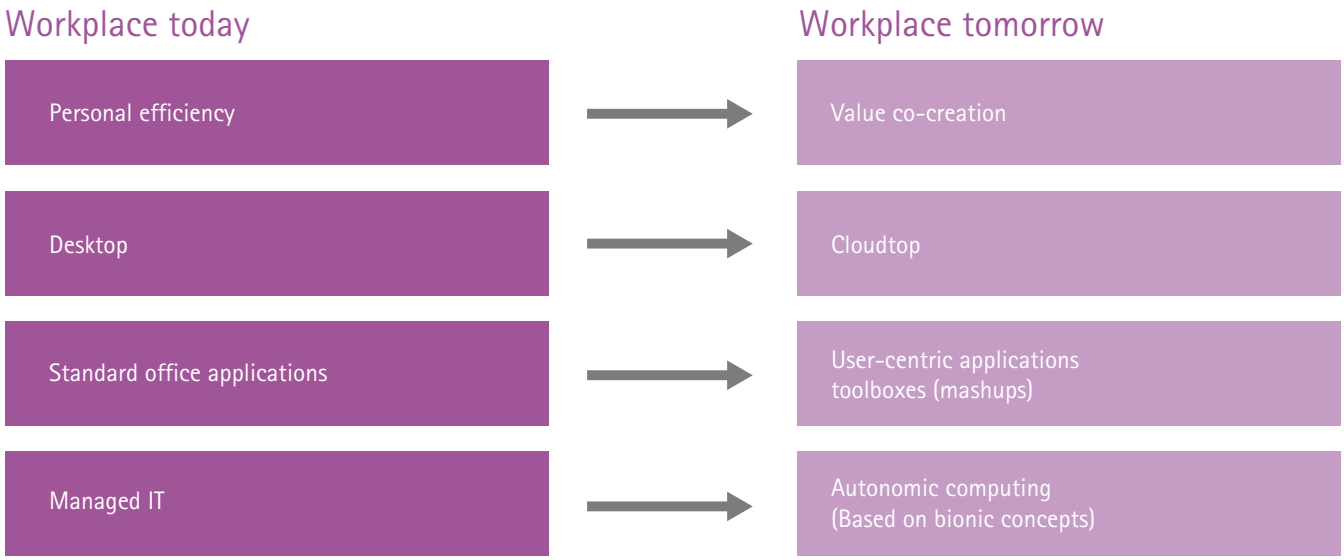


Figure 4. The workplace redefined

Workplace redefined

Today, the emphasis of working life is on personal efficiency. Employees are measured by the work they achieve as individuals. In the future, we will see a shift toward a stronger recognition of value co-creation, fuelled by a "we" approach and by the readily available collaboration tools that enable workers from different locations to work as a team.

In computing terms, the "rich clients" we are using today have some significant disadvantages: once a desktop hard-drive crashes or a laptop is stolen all data stored on the device is inevitably lost. We will see cloudtops gain in importance: These "thin clients" are always-online devices with a minimal operating system which connects to an operating system in the clouds. Users will have the sense that the operating system and data runs on their own computers, yet in reality everything will be running on a secure and regularly backed up server supplied by an established cloudtop provider.

Instead of offering every employee the standard productivity applications such as spreadsheet tools and word processors, those packages will be replaced in part by user-centric applications and toolboxes. While cloud computing opens up a world of available applications today, the next step is to provide toolboxes which enable employees to select from a wide selection of building blocks to create a personal and highly-efficient workplace. Using point-and-click techniques, employees will effectively construct their own mashups.

Managed IT has some significant downsides: not all companies are large enough to invest in the appropriate hardware and skilled experts to secure their data. This poses a threat to information and data security. Autonomic computing provides a solution to this dilemma by imitating a self-regulating biological system. An autonomic computing system manages itself by continuously checking and optimizing its status.

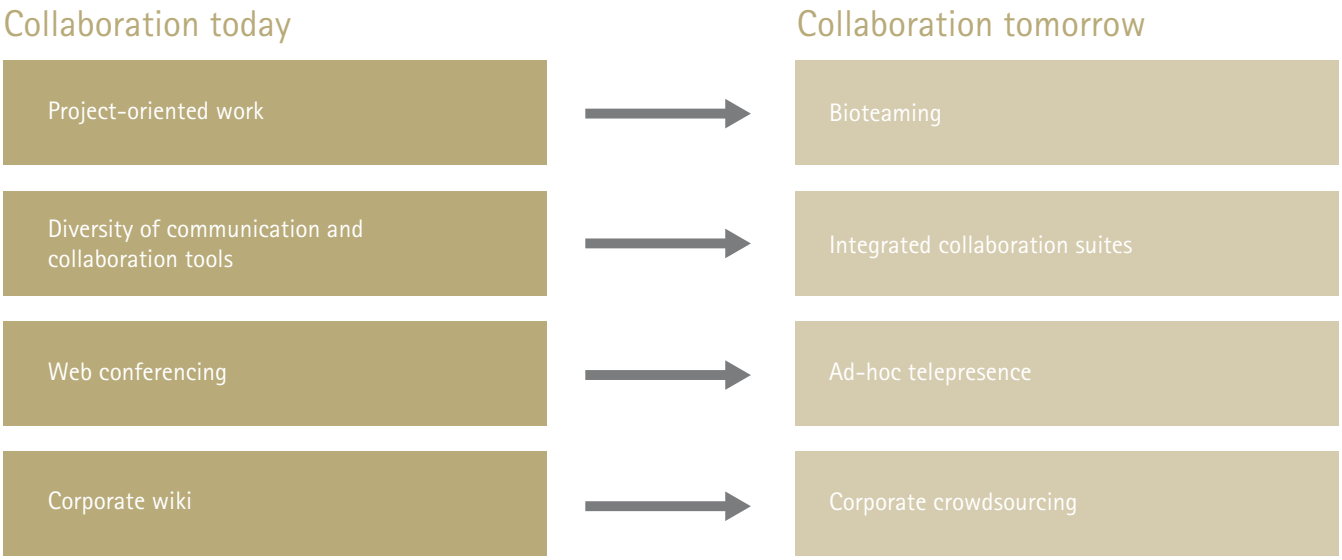


Figure 5. Collaboration redefined

Collaboration redefined

Distributed project-oriented work of the future will also be inspired by nature: bioteaming employs principles from nature to optimize how humans work together collaboratively. In the same way that bees or ants communicate non-verbally but work as a team for a collective result, bioteams include self-management and signaling to offer status updates through non-verbal communication.

Companies have understood the value of Enterprise 2.0 and collaboration. However, many tools such as wikis, blogs or social bookmarking exist in parallel and a clear model for how these diverse applications can support different business goals has yet to emerge. In 2015, this will be resolved and we will see integrated collaboration suites which enable communication and collaboration in real time.

Web conferencing is an option, but not widely adopted. Ad-hoc telepresence will be a natural means of communication in the future. Complex telepresence technology will be integrated in standard business computing tools: detection of gestures and facial expressions as well as intelligent projection and acoustic technologies will become commonplace.

Today, wikis have been established as knowledge management and collaboration tools. They can be used to store and retrieve co-created work artifacts and process information. In the future, corporate crowdsourcing services will offer people in the same way that cloud computing offers applications—an expert will be made available just-in-time to solve a given problem.

The future face of information

So how will we handle information in 2015? Assessing the trends in the context of a number of application scenarios we can evaluate what information management may look like in the future.

While these scenarios do not offer all the answers, they do showcase how applications can enable organizations to remain innovative and competitive.

The scenarios are aligned on two dimensions: machine-based versus human-based applications and corporate versus individual applications.

Machine-based applications rely on automatic analyses to generate valuable insight from data. Human-based approaches integrate the information worker in the sense making or decision making processes.

While some applications are targeted at supporting decisions on a corporate level, tools will increasingly be made available to individuals to optimize their personal information management strategies.

Figure 6 outlines the application scenarios discussed, outlines a concept of what might happen in 2015 and describes the Accenture vision behind this aspect of information management.

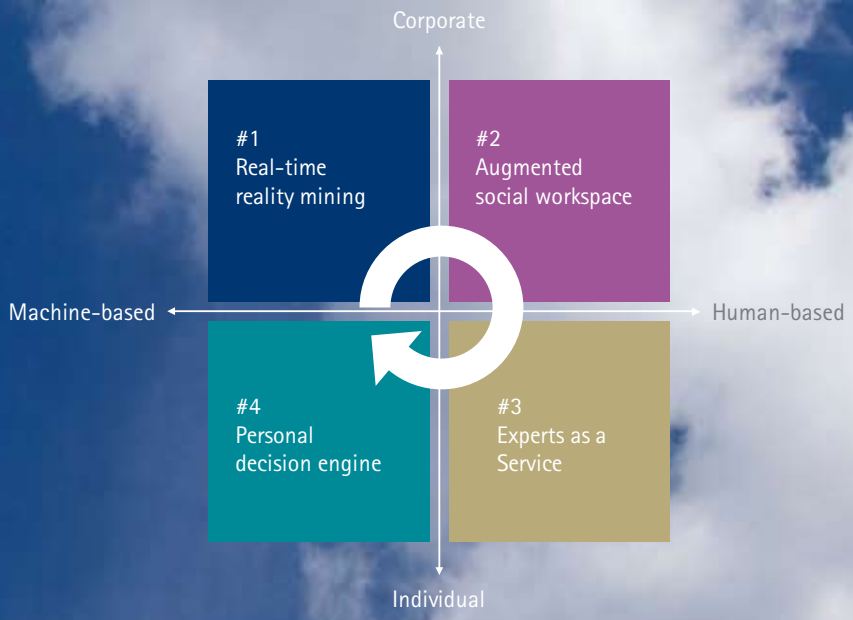


Figure 6. Information scenarios 2015

Scenario 1: Real-time reality mining

High-performance businesses analyze activity data about states and events in the physical and social world generated by sensors and the Internet of Things.[3]

Accenture vision: Toward the sensing enterprise

The spreading "Internet of Things" and the emerging sensor Web will create a growing information shadow (i.e. data traces) of people, goods and objects (Figure 7).

The enterprise in 2015 will receive vast amounts of activity data about the status of the physical and social world from within and outside the organization. This will include machine-to-machine data, geodata and social activity streams.

Organizations will establish an analytic infrastructure to detect patterns and correlations in these complex real-time data streams. Also, predictive algorithms will anticipate behavior both at an individual and collective level.

Such "real-time reality mining" will, on the one hand, enhance the organization's ability to react instantly to changes in the behavior of customers and competitors. On the other hand, business processes will become more spontaneous and situational and instantly adapt to the state of reality to seize ad-hoc business opportunities.

Concept: Sensor-based marketing in 2015

Similar to the usage of Web analytics and cookies for the Internet, tracking and behavioral analytics extend to the real world. Marketing exploits the best of both worlds, merging together the behavior on the Web with the data of an individual's life-streams—from micro-blogging status messages to geo-positional and motion data.

Reality mining is based on new input streams and creates more precise insight around customer needs.

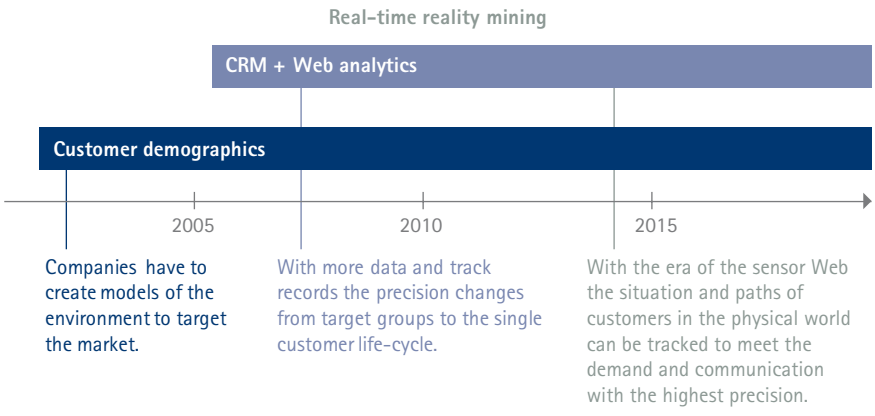


Figure 7. The emerging sensor Web.

Where next?

The Citysense iPhone app shows the occurrence of iPhone users on a map. The visible social density of places can be used to find attractive locations for nightlife activities. In the future, this mining of location data of certain target groups can help to identify their behavior patterns and needs.

Path Intelligence delivers tools to monitor paths of consumers in a shopping location, e.g. a mall. The data is gathered by units that measure signals of cell phones. This allows determining the position of a customer with an accuracy of one to two meters. Shopping malls optimize their layout with the collected data and improve their retail tenancy mix. The image below illustrates the layout of a shopping mall that has been optimized using Path Intelligence.

Citysense

Path Intelligence

[3] http://www.the-internet-of-things.org/

Scenario 2: Augmented social workspaces

Social software will integrate with other platforms, mobile devices and spread towards the physical world.

Accenture vision: Mobilizing the corporate social capital

The enterprise has been equipped with social technologies such as wikis, blogs and profile pages to create a kind of "wiki workplace." But the integration of these applications with other platforms, mobile devices and the physical work environment of flip charts, notebooks and body language has been a challenge so far in achieving the vision of Enterprise 2.0.

As marketplace trends converge, so a new workplace environment will be born (Figure 8). The augmented social workspace (ASW) will integrate multiple devices and content types, the virtual and physical, the social and abstract. With inexpensive OLED displays, ambient social presence (that is ubiquitous online availability) will be implemented everywhere throughout the office. Intensive online collaboration with telepresence technology and augmented reality will be part of the workforce's daily routine.

By integrating social computing with intelligent interfaces, the social and creative capital across all levels of the organization will be raised.

Concept: War room meeting 2015

In 2015, imaginary company Nestlever Inc. is leading the field in food and beverage manufacture. Organizational structures have been adapted to respond to volatile markets for better targeting dynamic consumer trends. Every employee communicates and collaborates in the augmented social workspace, flexibly mashing up presentations, notes, and data about colleagues. It is easy to find and connect the best people—wherever they may be, inside or outside the enterprise.

The ASW is device-independent enabling a seamless and friction-free, social user experience. High definition video-conferencing, three-dimensional sound, mixed reality, pico-beamers and simultaneous document editing features facilitate interactions. As the borders of the enterprise blur, the importance of the intelligent workspace increases, differentiating the roles and access rights and realizing the competence profiles.

Where next?

A Smartphone app that shows the tweets around you, TwittARound uses an augmented reality interface. One example for the business value of social radar services is to identify colleagues matching your current interests; this catalyzes opportunities to start a conversation and enjoy a valuable exchange by establishing common ground.

A recent research project at Massachusetts Institute of Technology illustrates the emerging trend of convergent mixed reality that blends helpful data into real-life situations. The decisive innovation is the use of a pico beamer to project any kind of augmented data on to any surface. In combination with object recognition, the potential of "augmented intelligence" is immense.

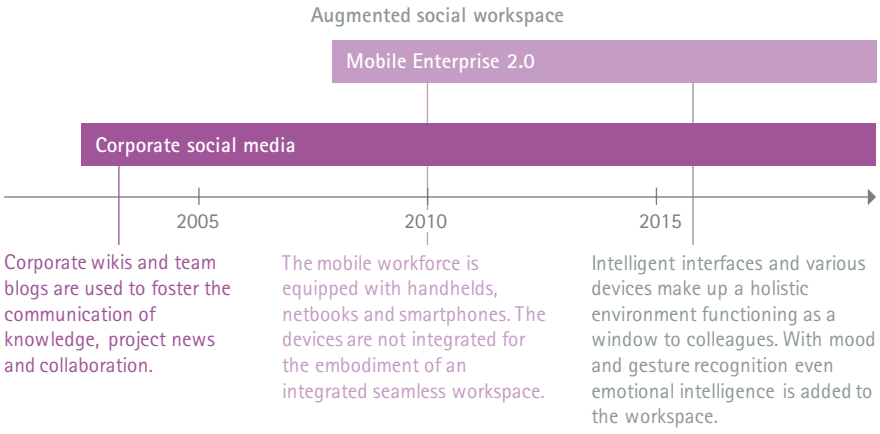


Figure 8. The emerging workplace environment.

TwittARound (Fraunhofer IGD)

Sixth Sense (MIT)

Scenario 3: Experts as a service

Winning organizations in 2015 will build up a network of experts offering a range of customer and business intelligence–reliably and in real time.

Accenture vision: Toward an Internet of competences

The Internet evolution has seen a progression from hyperlinking documents to connecting people. As SaaS and cloud computing mature, the next step is "everything as a service" (XaaS). The third Web wave will tap into living brains, the value-creating skills of people.

Organizations in 2015 will build up a network of experts offering a range of customer and business intelligence—reliably and in real-time. The hybrid cloud will consist of a combination of human and software agents, archived and rendered data. Service provision will extend beyond substituting technical IT resources. XaaS can seamlessly integrate IT resources with remote human resources. The service cloud can host a competence cloud with "live skills" in the form of help desks, technical coaching or intelligence on demand (Figure 9).

With advanced profiling and matching techniques precise "skill sourcing" will substitute crowdsourcing. The company can access and "rent" any kind of specialist for any period of time. Intelligence as a service offers the greatest flexibility in managing a high-level workforce.

Concept: Project management in 2015

In 2015, the project manager will rely on a virtual army of experts, a network of skills accessible 24/7. Posting challenges of any kind, problems will be solved in minutes. 'Experts as a service' works in the same way as a solution engine. Presence management enables users to integrate an expert for Indian youth markets or African solar projects just by one click—without entering into separate negotiations with individuals.

The core of the service is the virtual marketplace and bidding engine for challenges and solvers. Skill assessment, matching algorithms, presence and quality management enable the high service quality of XaaS.

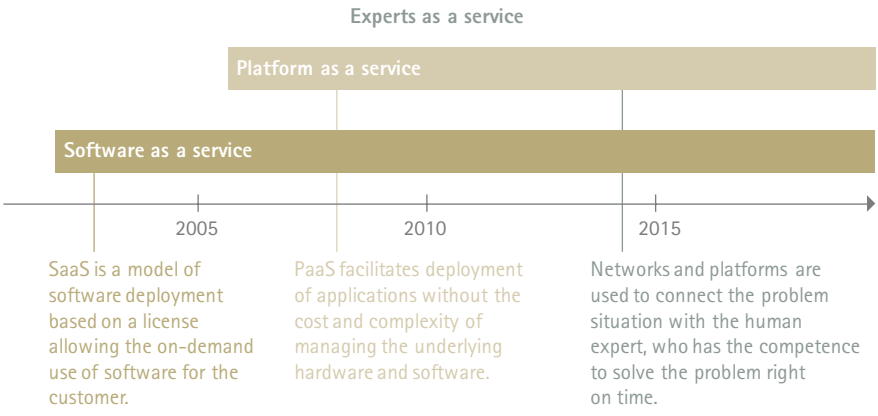
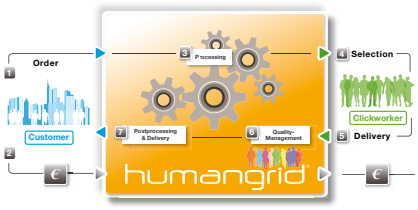


Figure 9. The service cloud.

Where next?

The crowdsourcing platform Humangrid offers the power of remote "clickworkers." In the same manner as grid computing, human "processors" are coordinated to execute small intellectual tasks in parallel. Organizations can run tasks like text production, image and text classification on the "virtual plant."

Innocentive is an open innovation platform, where research and development challenges are exposed to the expert crowd (180,000 "solvers.") The compensation for successfully solving the problem is in the region of USD$50,000 and US$1 million. Today the challenges are rather large packages—in the future this can develop to "on-demand conversation:" rent-an-expert per minute.



Humangrid.de

Innocentive.com

Scenario 4: Personal decision engine

The personal decision engine will dramatically improve a company's ability to create concepts and develop solutions quickly and transparently.

Accenture vision: From information systems to reasoning environments

The quality of information and a high Return on Knowledge (ROK) are becoming essential in a complex business world abundant with data.

Information management will evolve to represent sophisticated thinking and decision support. Knowledge workers in 2015 will use a personalized info hub that is permanently self-adapting to their actual tasks. Current and relevant topics in the context of team, project, company, and competitors will occur in a visual decision space. An interface that takes into account the brain and behavior at work will display the state of affairs with the option of zooming into details and travelling back and forth in time with simulations.

The personal decision engine supports analytical and creative thinking processes on an individual and group level with evaluation layers, comparison spaces, mind and argumentation maps (Figure 10). Pre-defined thinking and decision strategies are provided. Successful solutions are automatically shared with colleagues.

The personal decision engine will dramatically improve a company's ability to create concepts and develop solutions quickly and transparently.

Concept: A sales manager in 2015

In 2015 there are more decisions to be made in less time with exponential increases in data. Merely filtering data is not enough to keep in control of the never ending data stream. When the sales manager opens his personal decision hub he is not starting with a query or menu selection. Instead he is provided with context-relevant information and the actual command center. He is navigating through a space of key performance indicators and alternative scenario simulations. Visualizations of the complex data facilitate decision making and show the outcomes with predictive analytics.

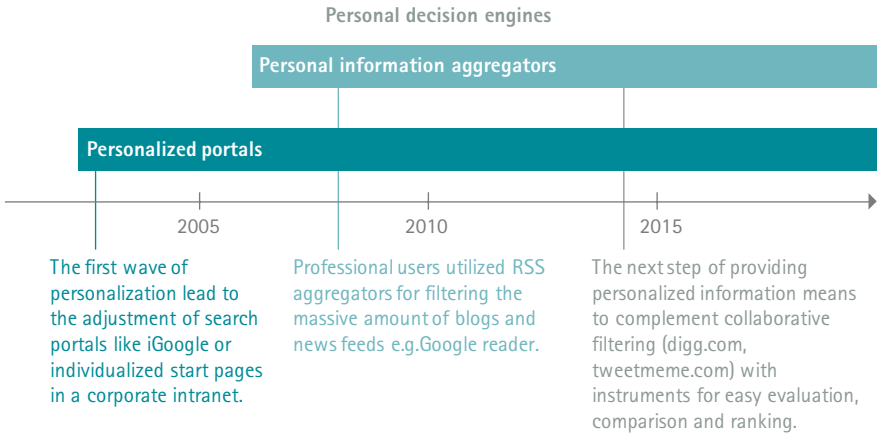
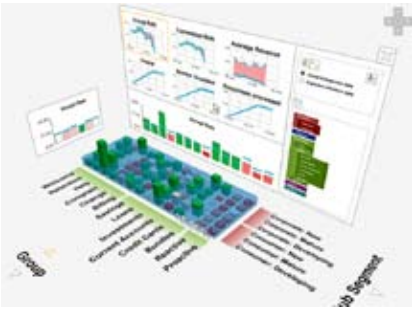


Figure 10. The personal decision engine.

Where next?

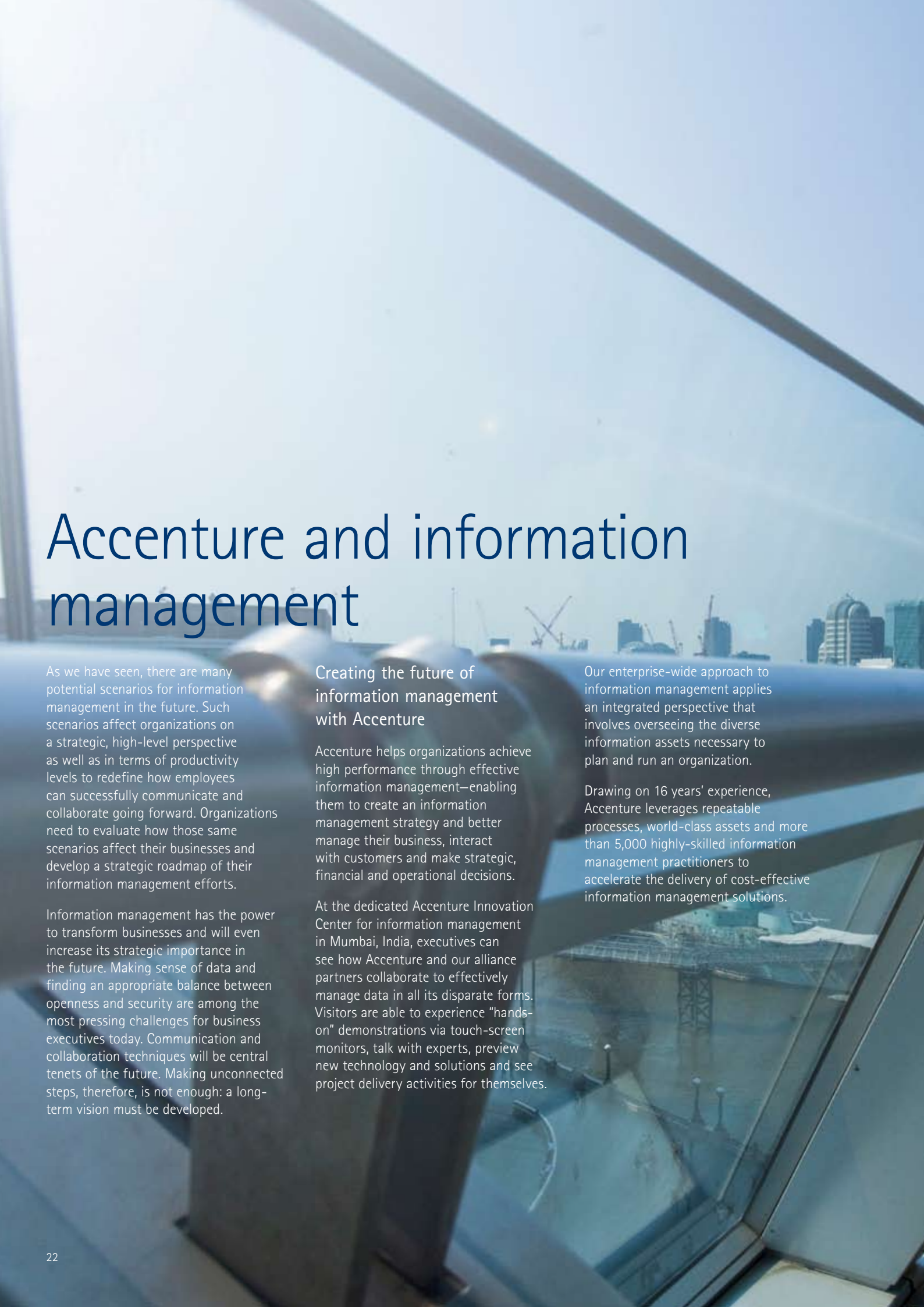
This cockpit enables visualization, testing and execution of company-wide customer experience strategies. Its highly intuitive three-dimensional interface allows the performance and business implications of strategies to be assessed before they are put into action.

Ever more search engines try to challenge the market leader Google with visualization concepts aimed at facilitating decision processes. Eyeplorer is just one example of many services that want to function as a "decision engine" rather than as a search engine. A further example is hunch.com.



Chordiant's Visual Business Director

Eyeplorer



Accenture and information management

As we have seen, there are many potential scenarios for information management in the future. Such scenarios affect organizations on a strategic, high-level perspective as well as in terms of productivity levels to redefine how employees can successfully communicate and collaborate going forward. Organizations need to evaluate how those same scenarios affect their businesses and develop a strategic roadmap of their information management efforts.

Information management has the power to transform businesses and will even increase its strategic importance in the future. Making sense of data and finding an appropriate balance between openness and security are among the most pressing challenges for business executives today. Communication and collaboration techniques will be central tenets of the future. Making unconnected steps, therefore, is not enough: a long-term vision must be developed.

Creating the future of information management with Accenture

Accenture helps organizations achieve high performance through effective information management—enabling them to create an information management strategy and better manage their business, interact with customers and make strategic, financial and operational decisions.

At the dedicated Accenture Innovation Center for information management in Mumbai, India, executives can see how Accenture and our alliance partners collaborate to effectively manage data in all its disparate forms. Visitors are able to experience "hands-on" demonstrations via touch-screen monitors, talk with experts, preview new technology and solutions and see project delivery activities for themselves.

Our enterprise-wide approach to information management applies an integrated perspective that involves overseeing the diverse information assets necessary to plan and run an organization.

Drawing on 16 years' experience, Accenture leverages repeatable processes, world-class assets and more than 5,000 highly-skilled information management practitioners to accelerate the delivery of cost-effective information management solutions.

About Accenture Information Management Services

Accenture Information Management is a global cross-industry organization focused on bringing clients solutions to better manage their business, interact with customers and make strategic, financial and operational decisions. Working across Accenture's service lines and industry groups, this network of 16,000 professionals specializes in information management services including business intelligence, portals and content management and data management and architecture. For more information about Accenture Information Management Services, visit www.accenture.com/informationmanagement.

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About Z_punkt

Z_punkt The Foresight Company is a consultancy for strategic future issues. Since 1997, Z_punkt has been supporting businesses and customers in the field of strategy, innovation and leadership. Z_punkt specializes in corporate foresight, that is, translating the results of trend and future research into the practice of strategic management. For more information about Z_punkt visit www.z-punkt.de/en.html or contact:

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About Accenture

Accenture is a global management consulting, technology services and outsourcing company. 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. With approximately 177,000 people serving clients in more than 120 countries, the company generated net revenues of US$21.58 billion for the fiscal year ended Aug. 31, 2009. Its home page is www.accenture.com

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