

# Accenture Amadeus Digital Experience



Innovation<sup>2</sup>  
The future  
of travel

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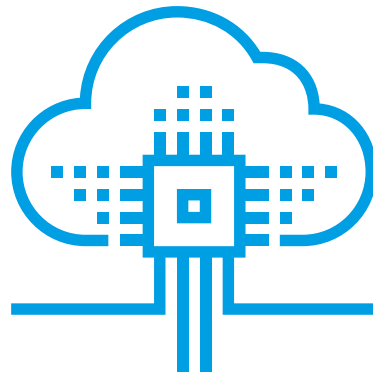
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The travelling public is continually disrupting travel patterns and challenging airlines to keep up with them. Customers expect the same level of digital service that they receive in other industries, and thus transform the way they interact with travel brands. All along their journey, they are constantly on the look-out for products, content and services that are relevant, useful and compelling for them in their quest for a unique, personalised travel experience.

This means airlines will need to transform themselves into customer-centric businesses. To achieve a competitive edge, they will need to re-think their operating models in ways more drastic than ever before – from cost leadership to digitalised consumer servicing. In addition, advanced technologies now allow for real-time customer interaction throughout all the relevant distribution channels so they can address personalised customer needs along the end-to-end travel value chain.



In the digital era, understanding and answering those needs will therefore be key for the airline industry.

Airlines investing in the right experience reinforce their brand identity, create meaningful long-term relationships with their travellers and transform passengers into loyal customers.

Accenture studies show that travel companies who embraced Customer Centricity have seen direct sales increase as much as 30%, while lowering costs by 10% to 15%. Brands that focus on redesigning their customer journeys can multiply their revenues by 2 or 3 in less than a year.

A recent Accenture study of the overall customer experience challenge facing airlines has shown that the core issue is "how to make it happen - how to navigate the wide variety of issues, barriers and trade-offs they need to make".

Transforming today's business model to become a digital business ultimately requires attracting and converting more traffic to RAM digital channels. To do so, journey-specific capacities and functionalities are essential: SEO, Landing Page Creation and A/B & Multivariate Testing.



Delivering on these services will feed the business, technical and IT development requirements for portal page implementation and ultimately address the customer's expectations.

Our ambition is to walk side-by-side with our customers and contribute our experience and expertise to help them succeed in the digital space. To achieve this, Amadeus has joined up with Accenture to develop a one-stop-shop service offering that reflects the complete value chain and thus helps clients define their digital vision, implement their strategic roadmap and drill down into each and every step along their digital journey.

# 1 Digital Transformation

The strategic partnership between Amadeus and Accenture is the natural combination of two market leaders in airline solutions and digital thought leadership – mapping out the evolution of the industry, jointly serving as reference points to coach airlines through transformations, and helping them lead the way in innovation.

Because customer operating models and business priorities are changing so fast, airlines will need to implement a complex business & IT transformation centred on large-scale, multi-vendor IT programs with complex architectures and interfaces to their legacy systems. This is a dramatic challenge even for high-performance organisations.

The need to manage this innovation at speed is therefore making the old CIO mantra of “implementing in time and on budget” mission-critical. Airline IT has arrived on the C-Suite agenda. Throughout their entire transformation journey, airlines need to rely on a partner who understands the complete airline value chain and leverages digitalisation but avoids commoditising airline products.



Instead of looking at technology innovation and only identifying the products or services it could substitute or enhance, the Accenture Amadeus Alliance focuses on the entire user experience and workflow, independent of processes and technology. By applying other industry’s digital models, we are moving to disrupt current airline business models.





The current challenge to airline business models is to explore a personalised passenger relationship. This includes the many new distribution capabilities, but goes beyond flight distribution alone to develop products and value merchandising across all channels at sensible cost. At the same time, airlines need to adopt concepts to partner and become part of a collaborative economy, i.e. a service operation in the digital age with a continuous rollout of business capabilities, open innovation & cloud based applications.

Supporting our clients' digital transformation means deploying a new layered framework to overcome current technological limitations and addressing the IT landscape optimisation journey by reducing the 'siloing' of both operations and technology, and to do so across the full value chain. This creates an opportunity to combine mobile self-service technology with social media and real time personalisation, thus achieving full ownership of the travel value chain and leveraging our new Big Data analysis and Artificial Intelligence capabilities as a step towards creating an 'autonomous and digitalized airlines'.

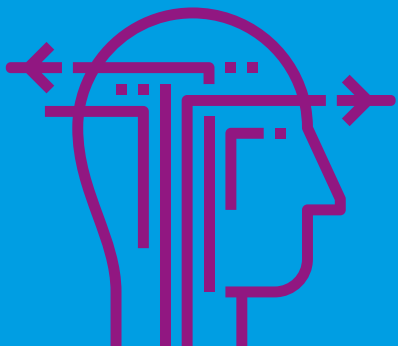
The Accenture Amadeus Alliance connects airlines with other advanced industries to innovate digital business and operating models and create a unique ecosystem of innovation where airlines are encouraged to brainstorm on revolutionary new ideas for their business – opening new business service opportunities within the Amadeus portfolio.



# 2 Web Analytics

Ground-breaking efforts in web optimisation and the building blocks of contemporaneous web development beg a more detailed look into analytics. An airline's website is split into multiple singular yet interdependent processes and thus delivers data that allows for complex decision-making that can be optimised and adjusted as needed. This feeds directly into a customer-centric web strategy. Airlines are confronted with data both voluminous and diverse in nature. The plethora of possibilities creates misconceptions. Staying on top of a steadily increasing amount of data generated within the organisation as well as about the organisation and its products is a major challenge.

So, looking at web analytics is one thing, but it needs to be placed within the context of available data – including that available externally. Semantically connected data leads to web analytics that enable airlines to manage their web data more intelligently using both industry-standard and customised ontologies to classify and link data. Various scenarios are supported to index, search, link and, ultimately, maintain most important data objects. Leveraging a state-of-the-art suite of tracking tools, extraordinarily rich data and a set of standard KPIs enables airlines to “connect the dots” and follow and monitor their performance, adjust things as required and set benchmarks with other airlines.





Digital Transformation

Traffic Acquisition

Customer and User Experience

Service Cards

This service is oriented towards developing a web analytics strategy and vision for airlines. It is based on customer behaviour, audience analysis, web conversion, tag management and campaign traceability. Combing and connecting data in ways that are inspired by leaders from other industries in the digital space, we jointly offer our clients an innovative solution that puts the right decision-making tools at their fingertips. Our findings are translated into a prioritised action plan delivered in a tailored way to help them execute on defined KPIs.

More key than ever before is the quality and consistency of web content itself, of course, and this across numerous channels, locations and languages. This highlights the need for a clear content strategy and a centralised content management process. Amadeus and Accenture can implement content-specific stacks that align business and technology strategies including ECM, WCM/CMS and DAM (Data-driven Attribution Modeling). The latter offers algorithmic modeling techniques to weigh content along with semantic graphs for easier decision-making, links to relevant external data, available real-time data for ad-hoc adjustments but also enhanced internal reporting for units affected by results. This aids transparency up and down the value chain.

Combining Accenture's transformation expertise and knowledge of key performance indicators with Amadeus' deep understanding of airlines' underlying processes results in new data insights of individual channel performance. This can drive specific actions, allow for optimisation of channel/merchandising performance and thus enable airlines to drive tangible business value.

# 3 Traffic Acquisition

Boosting skills, assets and processes to accelerate digital transformation. The application of our skills in innovation journeys, coupled with our capabilities in digital solutions and our mastery of airline systems, allows airlines to develop a clear roadmap they can use to overcome the implementation hurdles they encounter when facing shifts in the digital world. But also, by pairing our leading edge analytics with the creativity, insight and speed of a boutique firm, we can mitigate risk in day-to-day operations, optimise every traveller's interaction with the brand and thus drive higher conversion rates.

Today, travellers are interacting with multiple digital touch points all the time.

Every minute, traveller behaviour can translate into actions for our airline clients.

Whether it is on a favourite social media site, from advertising in a favourite news reader or browsing for the next vacation using search capabilities, airlines have multiple opportunities to leverage their brand and attract travellers into sharing a unique experience.

How can airlines ensure they will acquire traffic in such a competitive landscape? What actions should they take to build the best acquisition strategy? What is the best way for airlines to spend their digital marketing budget in an environment of ad blocking and more and more resistance to Facebook and Google practices? How can they break through the clutter and provide value to such a degree that the consumer develops a preference for the respective airline? What is then needed to convert this acquired and very important traffic?



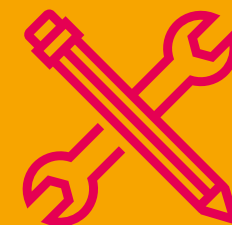




The Accenture Amadeus Alliance allows us to take a new approach to address these client issues, combining Accenture's transformation and horizontal digital expertise, with Amadeus' deep understanding of underlying airline processes. Jointly, we perform a deep assessment across all channels in terms of their ROIs and respective web conversions. Our joint set of services is focused on acquisition performance as well as engagement and retention optimization in order to become the partner that helps airlines implement and power their digital transformations.

We apply proven techniques and methodologies to improve traffic acquisition, using SEO (Search Engine Optimization) SEM (Search Engine Marketing), e-mail marketing and Social Media Optimization (SMO) to enhance an airline's content strategy, inspire and attract customers.

We analyse both technical and content-related aspects in order to propose actionable findings that will increase the percentage of unique users.



# 4 Customer And User Experience

Improving conversion through enhanced user experience and leverage of the distribution and revenue strategy. Drawing from Accenture's unparalleled horizontal digital and innovation thought leadership and merging this intelligence with Amadeus' R&D skills and end-to-end airline expertise allows for a unique customer and user experience audit. This creates immediate digital business value boosters through cross-channel optimisation, quick wins and continuous adjustment and improvement through ongoing conversion observation.

Progressing in his journey, the traveller has selected the airline website and is now looking for the offer that matches his aspirations.

The experience for the traveller is now critical to ensuring conversion. It involves both his experience as a consumer, finding an offer that matches his needs and his experience as a user navigating within the website. The conversion rate for the airline will depend on how relevant and easy it is for this person to do all of the above. A single little pain point in one of the many steps of the entire experience jeopardises the ability to convert.

People do not find what they are looking for right away? An error message comes after having correctly filled in personal information? The payment fails for some unclear reason? These are only a few examples for where potential risks of losing a customer lie. So, how can the airline better understand its customers' aspirations and increase opportunities to sell and at the same time ensure a positive user experience, simplifying the end-to-end flow, making it attractive and easier to get the expected result and convert it into a real booking?

Two angles need to be addressed and Amadeus jointly with Accenture has the solution:

1. The 'Customer Experience' (CX), i.e. the experience of the traveller as a consumer: Amadeus' deep vertical expertise and Accenture's transformation capabilities can help to elaborate on the customer-centric marketing approach, defining strategic customer segments (personas) using traveller interviews, immersive experience techniques, and looking at the various steps in the journey, optimising the offer that will resonate the customer's emotions and needs.





2. Actually taking place in parallel is the 'User Experience' (UX), i.e. the experience of the traveller as a user of the airline.com interface: Amadeus and Accenture jointly analyze what the needs are, define a business strategy across all stages and user experiences, and recommend the respective solutions. Amadeus can help define the visual design, build prototypes to show what it is going to look like and perform quantitative and qualitative user tests to ensure that it is working as expected by the airline.

With more than 60 UX multi-skilled experts in-house, designers of the Amadeus B2B and B2C interfaces and 100+ customers implemented on our digital solutions, Amadeus has a strong return on experience and leverages the power of the Amadeus Accenture Alliance and Accenture's subsidiary, the digital creative agency Fjord, to help its airline clients transform to address these key topics.

In the continuity of its digital marketing strategy, it is indeed definitely relevant for an airline to look at its travellers' experience as it has a direct impact on its ability to increase its conversion rate and revenues. A study has shown that improving the user experience allows for growth of + 10-20% in revenues over 3 years. It also enhances the image of the airline, hence customer loyalty to the brand and the opportunities to gain market share.

How do we work with our clients? First, we explore. After an assessment of the 'as-is,' we propose recommendations for improvement, and implement, as early as this stage, micro-fixes that require low investment but represent for the airline a short-term monetary return that can often be significant. This phase allows credibility and trust to grow, with concrete quick-wins for the airline and an opportunity to go further in the optimisation of digital performance.

Further, we can then dive deep into selected opportunities, translating them into action plans for which we can provide tailored assistance for execution and follow up.

## Pre-Assessment

### Service objectives

The Digital Audit is considered the initial step in a service journey. Here we aim to give a high-level, overall picture of an airline's digital performance and to detect its main pain points and improvement areas in order to develop an overarching roadmap for the service journey. Additionally, meaningful, actionable targets are spotted to allow the airline to increase its digital marketing performance with quick fixes that are not capital-intensive but will offer tangible returns in the short term.

### How we do it

Accenture and its Digital Marketing team has a standardised model and experience in a wide range of clients with this kind of pre-assessment. Amadeus Market knowledge, high experience in UX for airlines. Regarding service status, this service is ready to be delivered. Although for each client there are particular specifications and requirements, it is an industrialised service. Currently there are already some pre-assessments in progress within HoD: Saudi Airlines, China Southern.

### Value

Complete assessment including all digital as-is situations and identified opportunities roadmap, content strategy and lead-in to the setting up of a content factory to keep content optimised.

### Deliverables

- Assessment Report that includes:
- User Experience Audit
- Traffic Acquisition performance
- Web performances
- Web Analytics (if tool access)
- Next steps with a high level digital opportunities roadmap





# Content Strategy

## Service objectives

## How we do it

Content Strategy has two focuses: the customer and an analysis of the airline company. The first is an assessment of all content provided across the traveller's journey from the customer perspective and how it contributes to his/her experience. This is both an as-is study and an identification of areas of opportunity for enhancing content. The second focus is on how the company creates, produces and delivers content in the areas of communications and channel strategy, content strategy, content plan and execution, teams, governance, responsibilities, tools and technologies, operations, regions, languages, metrics and performance.

Accenture has proven capabilities in the field of content and experience in assessment methodology for airlines. We apply account knowledge, content experience, digital and technical capabilities and operational knowledge to analysing content across a traveller's journey from the customer's perspective and identifying

- conversion rate optimisation,
- sales potential,
- customer and employee satisfaction,
- cost optimisation and
- increased productivity.

## Value

Complete assessment including all digital as-is situations and identified opportunities roadmap, content strategy and lead-in to the setting up of a content factory to keep content optimised.

## Deliverables

- Assessment report with as-is diagnostic values
- Content strategy document
- Identified opportunities with follow-up areas and projects and journey roadmap
- Guide for future strategy, operations, production, analysis and performance.

# Conversion Boost

## Service objectives

This service aims at boosting the conversion rate throughout the booking funnel. It provides airlines with new tools and assets to take their digital business to the next level using digital marketing optimisation and user experience (UX) optimisation focusing on conversion and thus on an overall conversion boost.

## How we do it

Amadeus applies its deep market knowledge and experience in UX for airlines and Accenture its long and great experience in the digital marketing environment, particularly in the travel industry with conversion boost programs, to bring market tools to bear that have proven success across many different markets. They offer airlines

- A/B & MVT Testing: strategic testing definition, MVT services, tool selection and implementation
- assets & tools boost conversion throughout the booking process
- analytical and digital marketing support
- creation and implementation of UX assets and
- strong analytical support to monitor and constantly improve upon results.

## Value

- Conversion boost
- Lead acquisition improvement including clicks on banner, buttons, clicks-to-call, page views, reaching checkout, next page, also custom events, time spent, repeat visits, etc.
- Optimised and Personalised User Experience

## Deliverables

- Systematic MVT ecosystem
- Assets definition & implementation
- Continuous conversion optimisation
- UX assets
- KPIs to track
- Implemented Tests
- Reporting on continuous conversion optimisation analysis of current situation and baseline definition
- Testing running and results analysis
- Results reporting and presentation to client



# DX Optimisation

## Service objectives

This service provides usability insights and design improvements tailored to an airline's needs and digital objectives. Airlines receive a contextualised overall picture of the UX (user experience) performance of their websites along with quick and actionable recommendations with a high UX benefit and low development impact. Such technically approved recommendations are refined and prioritised with the airline and made ready to implement using Amadeus Customisation Service for e-Retail DX.

## How we do it

This service applies Accenture's knowledge in user research and UX in general combined with Amadeus's high knowledge of UX for airlines. The customisation capabilities of eRetail DX deliver tailored development for an airline's website. We also make use of our analytics capabilities, market insights (competition, segmentation), airline customer insights, scope definition and DX implementation insights.



## Value

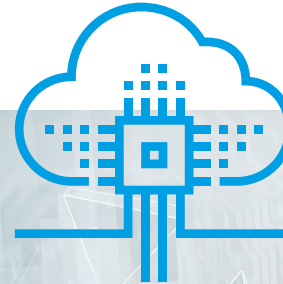
Airlines obtain market insight into competition and segmentation and into their customers. They can then define the scope of their DX and get implementation insights for it that can improve

- the conversion rate,
- the bounce rate,
- client satisfaction

and more through the implementation of the quick-wins proposed.

## Deliverables

- Report showing
- List of issues
- Related recommendations
- Design proposal (technically approved)
- Benchmarking
- Implementation roadmap and sizing





## Payment Optimisation

### Service objectives

This service is part of the optimisation stage in the digital services journey. Payment optimisation is an opportunity to maximise sales conversion and with it revenue on digital channels. It also provides relevant information for potential market expansion and helps insure PCI compliancy regulation. The goal is to give airlines the right combination of online payment metrics reports, benchmarks and consulting sessions with payment experts.

### Value

- Revenue maximisation
- Enhanced digital payment strategy
- High satisfaction rate
- Improved payment conversion rate
- Better average acceptance rate

### How we do it

The Amadeus Payment Platform has integrated the world's leading payment providers. This enables it, more than any other service, to give agnostic insights on who is performing best in each region among these leading payment providers. We combine both strong analytics and the market expertise of our payment teams methodology to optimise our digital payment set-up, our Payment Platform model.

### Deliverables

- Access to Performance Metrics
- Access to behavioural metrics (coming)
- Fraud Study and Payment Report
- Consulting – sessions with payment experts





# Shopping Optimisation



## Service objectives

As part of optimisation during the digital services journey, the aim of Shopping Optimisation is to perform a deep assessment of all areas of digital shopping to improve the conversion rate and redefine the shopping strategy. The service goal is to provide airlines with reports and prioritised recommendations, trigger a possible roadmap for further investigations or an implementation timeline. A consulting session and a dedicated report will be provided to assess merchandising performance. It also forms the basis for a clear and actionable digital shopping strategy including powerful and relevant merchandising techniques.

## Value

- Optimisation of the digital shopping strategy
- Improvement of the shopping conversion rate
- Management of excess transactions

## How we do it

By combining strong digital analytics and market expertise, this service allows airlines to optimise their digital shopping strategy and prioritise relevant actions. It applies analytics, UX (user experience), traffic optimisation, traffic conversion and merchandising techniques to shopping activity with a review of the current digital fare structure and a roadmap to optimise or re-define an airline's shopping strategy.

## Deliverables

- Prioritised list of UX Recommendations
- Access to performance metrics
- Excess Transaction Report (distil)
- Next-step proposal and roadmap within services journey
- Merchandising performance assessment and consulting (optional)

# Acquisition Performance

## Service objectives

This service focuses on acquisition performance as well as engagement and retention optimisation. Acting as a super-specialized Digital Team, we help airlines achieve their digital transformations, maximise profits from their digital marketing investment to increase and optimise their digital presence through:

- digital marketing channel performance optimisation plans
- digital marketing investment redefinition and
- renewing the digital marketing strategy.

Airlines can also gain quick-wins and meaningful insights that enable them to drive web conversion optimisation

and traffic acquisition performance.

## How we do it

Accenture combines its deep experience in cross-sector digital marketing assessment and optimisation with Amadeus' web analytics knowledge of the airline market to scrutinise channel performance (global and by traffic source): visits, page views, bounce rate, leads, conversions and conversion rate. With access to Adwords, web analytics accounts, Adservers and other advertising and technical data/platforms we can also check the percentage of each traffic source to help optimise CPA and ROI through

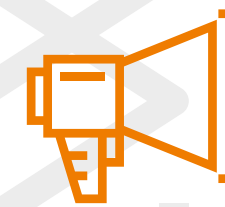
- paid search optimisation: with GDN audit, strategy definition and execution
- SEO optimisation: positioning, technical SEO, content SEO and universal SEO diagnostics; strategy definition and execution
- display investment audit and strategic redefinition
- campaign management
- other channel optimisation: email marketing, programmatic marketing

## Value

- Increased traffic acquisition
- Enhanced digital presence
- Optimised CPA and ROI
- Improved web conversion performance

## Deliverables

- Cross channel optimisation
- Digital marketing investment redefinition
- Renewed digital marketing plan
- Web conversion optimisation
- Quick wins & Insights
- Complete areas of improvement report
- Insights presentation



# User Test

## Service objectives

To optimise an airline's investment on UX (user experience) and thus its conversion rate, this service provides a cost-effective, industrialisable way to test user interfaces, validate website design and the UX solutions they provide. It takes specific design inputs and performs usability and UX testing on them to check effectiveness before going into the development phase. This improves UX in a cost-effective way and optimises investment and development efforts.

## How we do it

This service takes specific design inputs (such as static interfaces, prototypes, etc.) and performs on them rounds of usability and UX tests with users in order to validate their effectiveness. Online remote testing platforms provide a wide and industrialised set of effective tested designs for customers to implement.

- Platforms set-up, execute and deliver results.
- Tests are performed and findings provided for new user interfaces but also existing ones.
- Insights are prioritised and action plans created.
- Design proposals are qualified as effective and reliable in terms of UX.
- Ineffective design solutions and wasteful development time and effort are identified

## Value

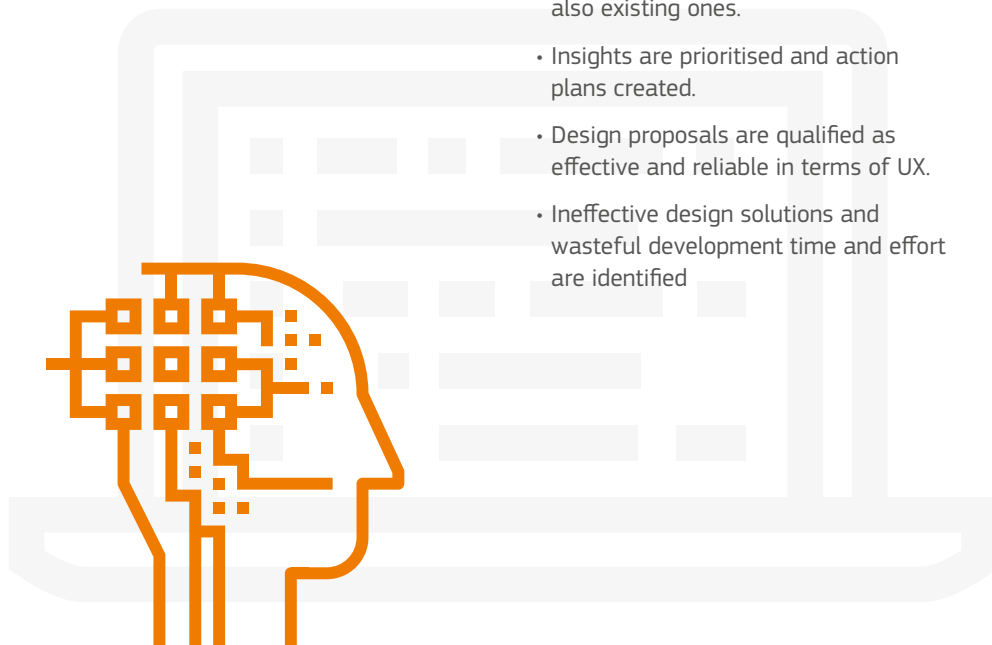
The service allows ongoing validation, design and UX solutions for placement in websites. It delivers and shows how to build a cost-effective, optimised investment and development effort through

- key findings and common error patterns
- actionable recommendations
- access to tested UX best practices before development

## Deliverables

Final Report laying out

- testing results
- prioritised recommendations
- action plan
- best practices highlight
- interpolation with linked data
- related recommendations
- proposal and roadmap for next steps



# UX Assessment

## Service objectives

To remain competitive in the digital landscape, airlines are continually on the lookout for a contextualised overall picture of the UX performance of their websites. This service offers that by auditing their digital products in order to identify their position with reference to the competition. The service goal is also to provide airlines with a prioritised list of UX issues and actionable proposals to fix such pain points with a low development impact but a quick and proven UX benefit. The list also highlights possible longer-term improvements and can trigger a possible roadmap for further investigations and implementation timeline.

## How we do it

User researchers, usability experts, web analytics experts, UX designers and other technical experts come together under a UX lead to

- perform a complete UX audit on digital products,
- provide competitive benchmarking on UX,
- highlight prioritised, actionable recommendations and
- suggest design proposals.

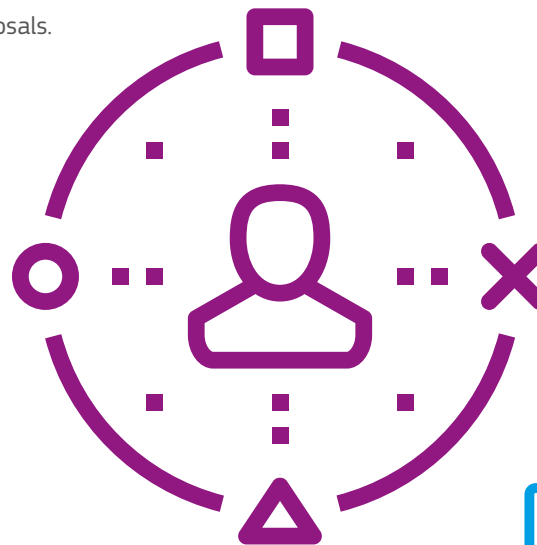
## Value

- Recognition of key findings and common error patterns
- Proposals for actionable recommendations
- Overall picture on the position in competitive landscape

## Deliverables

This service provides key usability insights and actionable, technically feasible design improvements tailored to an airline's needs. A Usability Report highlights issues, recommends solutions with a design proposal and also raises different possible areas where further investigation services, such as Usability Testing and Conversion Boost can help.

- Recommendations are prioritised.
- Design proposals (lo-fi, hi-fi) are made.
- A prioritised issue list makes actionable steps clear, with quick-wins.
- UX is benchmarked to the competition.
- Next steps proposal is made (roadmap within services journey).



# Web Access

## Service objectives

The objective of this service is to review web accessibility so as to identify gaps in it and achieve the level of web accessibility required. This will provide ways of looking at designing, writing and presenting content, developing mark-up, and coding web content, and then checking and correcting inaccessible content as it is identified and removing barriers that prevent access to websites by people with disabilities.

## How we do it

We apply Accenture's expertise in web accessibility together with Amadeus UX (user experience) teams and methodology to fix accessibility issues. With access to the user interface and the code looking at web development, user interaction, user experience and accessibility, our review includes the following areas:

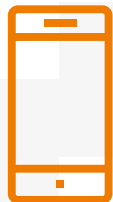
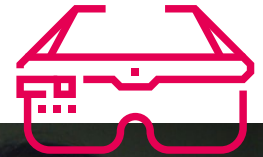
- Designing: user interface and visual design.
- Writing: writing and presenting content.
- Developing: markup and coding web content.

## Value

- Improved web accessibility
- Improved user experience
- Meeting standard accessibility requirements
- Removing barriers to accessibility for all website users

## Deliverables

- Gaps Identification Report showing needed corrections
- Accessibility Guideline Report
- Ongoing accessibility servicing
- Periodic accessibility review and issue fixing

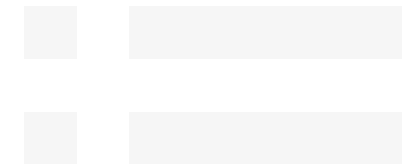


# Web Analytics



## Service objectives

To develop and reorientate airlines' web analytics strategy and vision, and achieve actionable insights to understand customer behaviour through audience analysis, web conversion, tag management and campaign traceability.



## Value

- Improved web performance with value targeting
- complete campaign traceability
- Increased conversion and optimised CPA and ROI

## How we do it

Amadeus UX (user experience) teams and methodology, as well as BIA, TI and account management knowledge, together with Accenture experience in web analytics across markets enable a review of the web analytics account data and technological infrastructure – sessions, conversion rate, etc. An understanding of consumer behaviour is gained by analysing all web performance KPIs by traffic source and campaign, such as visits, bounces, page views, leads and conversions.

## Deliverables

- Web Analytics Performance Report
- Tagging Report
- Value targeting and capability assessment
- Quick-wins
- Complete improvement report
- Consulting session



#### About Amadeus

Amadeus is a leading provider of advanced technology solutions for the global travel industry. Customer groups include travel providers (e.g. airlines, hotels, rail and ferry operators, etc.), travel sellers (travel agencies and websites), and travel buyers (corporations and travel management companies).

The Amadeus group employs around 15,200 people worldwide and does business in more than 190 countries. The company has central sites in Spain (corporate headquarters), France (development) and Germany (operations), and offices in 70 countries around the world.

This year marks 30 years since Amadeus was founded. Throughout 2017, the company will be celebrating 30 years of collaboration with customers, 30 years of technological innovation and 30 years of helping power better journeys for travellers all over the world. The group operates a transaction-based business model.

Amadeus is listed on the Spanish Stock Exchange under the symbol "AMS.MC" and is a component of the IBEX 35 index.

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#### About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialised skills across more than 40 industries and all business functions – underpinned by the world's largest delivery network – Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.