



G-Cloud 14 Service Definition

Accenture Learning and Change Management
Services for Cloud

May 2024

accenture

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1. Scope of our Services

This document describes Accenture's Learning and Change Management Services, which act as a complimentary service to cloud implementations. Please read this Service Description in conjunction with the associated Government Cloud 14 Services documentation. Our change and learning support include Google, AWS, Microsoft Azure, and Red Hat OpenShift change support.

Work is changing faster than people do and during the COVID 19 pandemic, companies have had to adapt to many different versions of a new normal. Some have risen to the occasion while others struggled. As leaders emerge, we find a common thread unites them...they are **embracing the power of Cloud as a key to business reinvention**. Yet, 63% of companies fail to capture the expected value from their cloud investments. The people and change dimensions of the cloud journey are major roadblocks. A skills shortage is the top barrier to achieving cloud value—ranked #1 by 54% of CEOs. Other top barriers include IT and business misalignment (40%) and the complexity of business and organisational change (39% overall)

Business reinvention isn't just about technology. According to our research, **Modern Cloud Champions** prioritise talent as much as they do technology. **They activate their people through Alignment, Ability and Adoption**. In fact, CXOs who transformed both people and technology in support of their cloud strategy achieved on average 60% greater value from their investments compared to their peers.

Our Clients' Challenge

How do we achieve greater value from our Cloud Transformation?

How might we...

Alignment: Enable a partnership between IT and the business, and align across the C-Suite on the future ambition

Ability: Build the leadership, talent and digital fluency skills needed across the enterprise for the future of work

Adoption: Adopt mindsets, behaviors and new ways of working to take advantage of Cloud

Modern Cloud Champions...

- 4.9X more likely to **work cross-function and cross cultures**
- 2.2X stronger **business and IT** partnerships + collaboration
- 1.9X more likely to **remove silos and barriers** to alignment
- 5.2X more likely to **develop future talent** at scale
- 4.6X more likely to **build Cloud and Digital skills** internally
- 2.2X better **digital fluency skills** across the enterprise
- 2.1X more likely to empower teams to **decide with data**
- 2.0X more likely to **innovate and experiment** in the Cloud
- 2.2X more likely to embrace a **growth mindset**

Source: Modern Cloud Champions, Accenture, 2021.

Figure 1: Typical Client Challenges Related to Cloud

Our Cloud Change approach, analytics and experience can help you navigate all the dimensions of Cloud change & value. When applied holistically, this model also correlates to an increase in efficiencies, reduced costs, and a lower carbon footprint, even in the COVID market downturn.

The below diagram depicts our Cloud Change Acceleration framework including all the elements of Change that we would support our clients through to achieve a successful Cloud Transformation.

However, some elements of the framework have been described in other G-Cloud 14 Service Descriptions and as such we will focus on some of the individual building blocks rather than the holistic offering. Please refer to our offering on Talent Management and Talent Development for our in-depth approach around Talent & Skilling as well as Learning & Development for Cloud. Also please refer to our approach towards Operating Model and Organisational Design. The remainder of our Cloud Change services will be highlighted below.

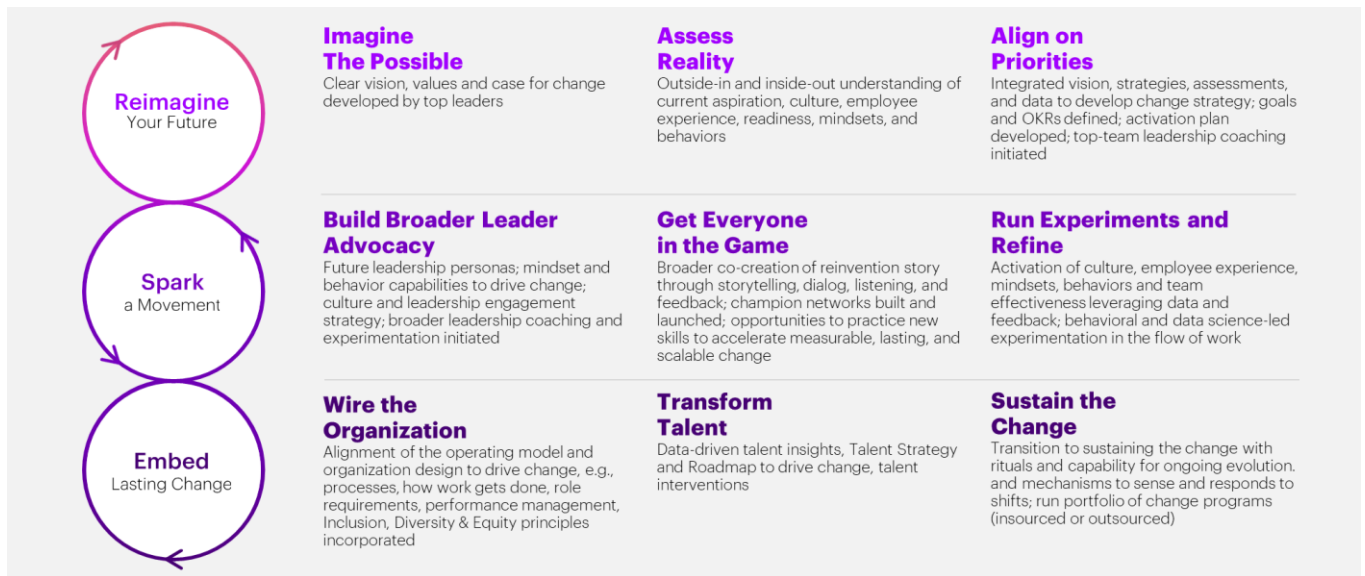


Figure 2: Accenture's Proprietary Change Acceleration Framework

Reimagine Your Future: We work with you to shape the vision, define the purpose, and craft the story that will inspire the organisation to follow (even when it isn't easy). This will put in place the building blocks to achieve a successful Cloud journey. First, the alignment of all stakeholders ON the vision of where the organisation wants to get to and what it wants to achieve through cloud is clear. Ensuring the priorities and purpose is set and accurately assessing the current state of the organisation to benchmark success and progress against. This phase clarifies what targets and measures the organisation will assess itself against as well as painting the overall roadmap and experience.

Spark a Movement: We combine human experiences and open innovation with behavioural science, data, AI, and insights to help people and teams move forward with energy and excitement as co-creators of the future. This phase provides the "what" and "how" of the Cloud Transformation journey – designing and delivering activities to build leader advocacy, employee engagement, develop needed skills, and refine what change journeys will look like to deliver a successful transformation.

Embed Lasting Change: Beyond delivering the value of the programme, we help embed the mindsets, behaviours, and ways of working that make managing change a core competency of every organisation, making you even more resilient. We focus on fast-forwarding the organisation towards Cloud, putting in place the processes and ways of working to ready the organisation for the Cloud Transformation and embed needed behaviours to implement a successful and lasting change.

In this document we will deep dive into two of the service areas that Accenture can help with in order to support the organisation in their Change Journey: Workforce Transformation and Organisation Change.

1.1 Workforce Transformation

Capabilities / Talent Assessment

We will help you define the key capabilities required for your organisation, to maximise the benefit of implementing cloud solutions:

- **Confirm key competencies and skills:** We will leverage our competency framework to collaborate with your Talent team and HR Business Partners (HRBPs) to confirm key competencies and skills to feed into Cognician, our talent assessment tool. Equally we will work across the organisation in determining the skills and capabilities required to deliver a cloud enabled transformation.
- **Conduct competency assessments:** Using our cutting-edge Cognician talent assessment tool, we will finalise and conduct online scenario-based and traditional assessments to determine current competency levels for your employees, including leadership.
- **Analyse competency gaps:** The Cognician talent assessment tool will assess skill gaps and surpluses and provide insights that create personalised learning paths for your employees.

Digital Learning

- Build capabilities through continuous learning: employees will participate in iterative learning through a cloud learning platform. This learning will be complemented with ways of working immersions to build sustainable capabilities. We leverage design thinking and innovation to fuel agile new ways of working.

Rapid Workforce Reskilling

- Prepare workforces for the future: by reskilling and upskilling talent through continuous, digital learning experiences.

1.2 Organisation Change

Change Strategy

- Change strategy is a structured approach to align mindsets and behaviours around focus on the customer / employee and the achievement of business outcomes. We will shape change that is insight-driven, agile, innovation-powered, digitally enabled and human-centred. The Change Strategy will give direction and purpose for your change, ensuring adoption and benefits realisation, and details the 'why' and 'how' change activities will occur.

Behaviour Change

- We will help you create a Behaviour and Mindset Change Plan to shift mindsets and embed new behaviours in your organisation. To do this we will review the desired behaviours and mindsets; use Affinity Clustering to group these around key themes; agree to the ownership and accountabilities for these themes and behaviours; consider the desired shift, set your key performance indicators (KPIs); design activities, such as 30 Day Challenge, for each behaviour theme to enable users to practice and perform these behaviours; create a Behaviour and Mindset Change Plan to document the actions; align activities with the overall communications campaign; determine how you will track and measure progress against the plan.

Change Adoption

- Change Adoption is the act or process of beginning to use something new that has been introduced as a result of a transformation. Change Adoption proves to be a highly outcome driven exercise that focuses on improving adoption metrics and heavily relies on measurement. In order to support successful change adoption, we will leverage our capabilities such as Change Tracking, High Impact Communications, Gamification, Digital (Social, Mobile) capabilities to increase the pace of take up of change. Alongside this, we will co-create a simple, clear, and emotionally compelling narrative to motivate everyone in the organisation to explore what the story means for their part of the business, and how they can all play their part.

Insight-Driven Change

Insight-Driven Change is as an approach to navigating and managing organisational change: we will do this using powerful predictive analytics and research upfront and throughout a change program to design targeted and highly effective change strategies that deliver desired business outcomes. We will leverage our 360-degree value and commercial model to track and visualise the value delivered by the cloud transformation.

Organisation Change Capability

Creating a change capability is about creating a change capable organisation. We will assess the current ecosystem – across leadership, enterprise, and project levels to identify initial opportunities for change; define a common change vision for the future; and develop an integrated roadmap for your organisation, to build its future internal change capabilities.

Organisation design

As part of any move to cloud, there will be an impact on the organisation and design of roles, new skills and capabilities required to make the transformation a success. We provide deep organisation design capabilities to help clients define their future state operations (across any function) to make sure that the human and machine interface works successfully. This includes both operating model design as well as detailed organisation design (including sizing, spans and layers assessment and design, definition of new roles, determination of new skills and capabilities required, development of governance models and approaches and finally the transition to the new model).

2. Approach

Accenture's Leaning and Change Management approach compliments the implementation of a cloud solution in your organisation.

Our high-level approach is shown in the below diagram:

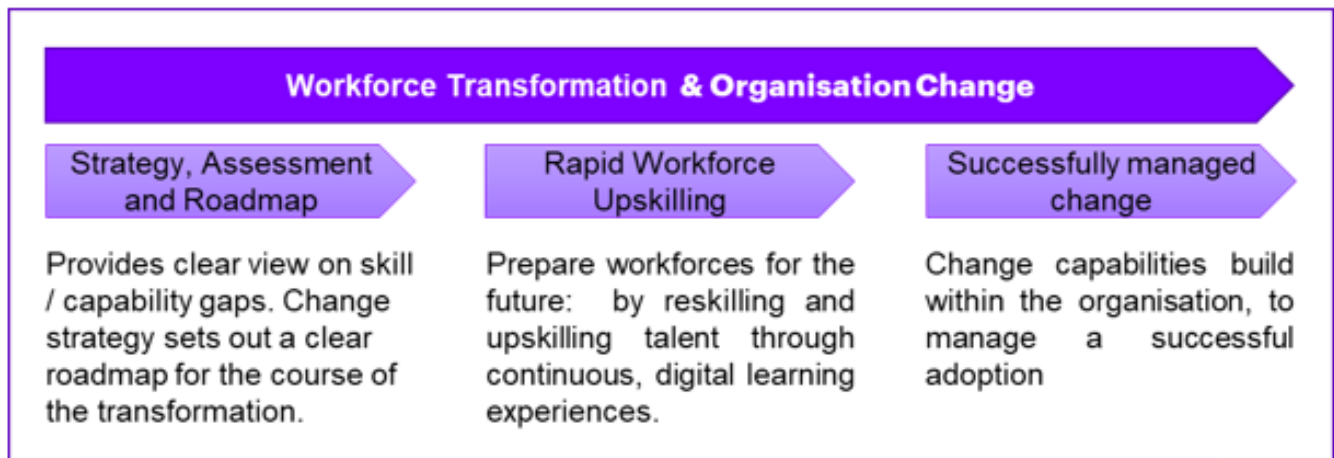


Figure 3: Accenture's Proprietary Change Acceleration Framework

Delivery of this three-stage approach is through Accenture's FORM methodology. This combines the elements of people, process, technology, and organisation into one combined capability which helps deliver the right change interventions combined with the leadership behaviours and culture needed to support the cloud programme.

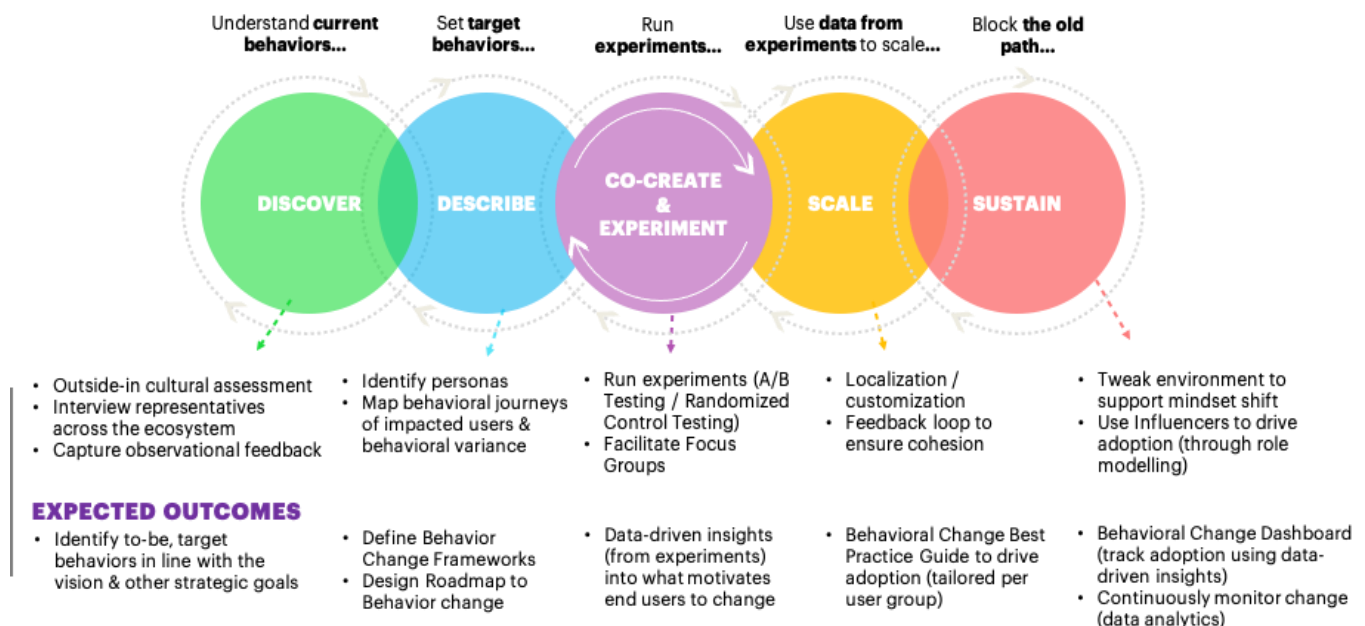


Figure 4: Accenture's FORM Methodology

Due to the nature of the FORM approach, it can be tailored to both waterfall and agile approaches.

3. Benefits of our Approach

Our approach has many benefits in both the outcomes which will be realised by our clients post implementation of the cloud transformation, as well as the methodology and approach we take.

Benefits include:

- Greater buy-in and adoption of the cloud solution on go-live (up to 90%-day 1 adoption)
- Accelerated transformation and change related to cloud programmes over and above traditional change approaches (up to 25% quicker)
- Maximise the effectiveness and success of the Cloud Transformation
- Increase ROI of the overall IT and business investment
- Engage and motivate the organisation throughout and beyond transformation
- Accenture Data-led Change approach utilising artificial intelligence and predictive analytics
- Over 20 tools and assets in the Cloud Change space to help make the change and transformation less stressful
- Human centric approach using behavioural science insights
- A cloud-based change management collaboration tool for visualisation and analytics
- End-to-end change management, leadership, and culture services throughout transformation journey

What makes us different?

- **Global leader:** Our deep experience of talent and organisation issues in more than 40 industry sectors, together with our alliances with leading technology and service providers and the talented specialisms of acquisitions, offers clients unparalleled global reach and capabilities that help them to innovate, co-create and experiment to drive new growth.
- **Digital leader:** We help clients unleash the power of digital technologies, using analytics, automation, and AI to deliver data-driven insights and value for businesses at speed and scale.
- **Innovation leader:** Our structured approach and integrated end-to-end delivery capability pools the skills and expertise of our innovation and delivery centres, research, labs, and design studios to deliver execution excellence to our clients, so that they can embrace disruption and solve workforce and transformation challenges.

Talent & Organisation - At a Glance

- More than 12,500 talent and HR professionals with deep strategy, consulting, technology, and operations capabilities
- World class online learning solution through Accenture Academy supporting 300+ clients with 2,100+ courses and 300+ competencies
- Ranked a Market Leader by Industry analyst community and clients
- Deliver globally at scale across all the 40+ industries served by Accenture
- Innovator in talent and HR with 124 patents and 36 pending patent applications
- Inorganic investments to expand capabilities in areas, such as Culture and Change (e.g. YSC, Storytellers)

- **Innovation to operations:** Global network of Innovation Centres specialising in an interactive, immersive client experience to drive breakthrough thinking on talent and HR issues
- #1 partner status for SuccessFactors, Workday, ServiceNow, Oracle HCM, Microsoft & Salesforce with dedicated Centres of Excellence
- 100+ Talent and HR BPS clients served through specialised delivery centres in Bengaluru, Bucharest, Dalian, Mumbai, Prague and San Antonio

4. Assets and Tools

We have over 20 assets in the space of Cloud Change. Below we have depicted a few of the most impactful ones that can support a client on their change journey. Others are described in our other cloud offerings:

Leadership & Culture:

- **Cloud Culture DNA Assessment (inside – Out approach):** Recommended for select Cloud Change programmes with significant culture change, the Culture DNA Assessment helps organisations to answer critical questions about whether or not they are ready to implement the cloud transformation, how it affects the employees and organisations, as well as what should they do to better prepare their people to be able to adopt cloud more effectively. It is a research-based model which gives visibility to all the critical building blocks for an organisation to establish a strong culture to accelerate and enable their cloud journey. It uses an “inside-out” approach for organisational visibility to the current level of employees’ behaviours that accelerate cloud adoption. The Cloud Culture DNA Assessment analyses data by demographics to pinpoint locations, levels or business units of concern allowing for targeted intervention.
- **Culture MRI Assessment (Outside – In approach):** Culture MRI scans organisational culture in a no-touch way. It is an AI-enabled, analytic assessment, leveraging machine learning and unstructured information, to provide an assessment of organisational culture from both internal and external perspective.
- **YSCQ:** A premium technology platform that provides actionable insight, via a blended consultancy and software licence model, in areas such as leadership development and succession, culture, diversity equity and inclusion, and team effectiveness. It enables a data-led approach by gathering and equipping clients and consultants alike with objective data, which propels change and demonstrable progress, beyond consulting interventions.

Change Management Services

- **Transformation GPS (Powered by myNav® Change Advisor)** - Recommended for all Cloud Change programmes, prescriptive analytical solution that enables leaders to use data-driven insights about their organisation’s dynamics to navigate transformation journeys. Transformation GPS’s insights, its Transformation Map and prescriptive pathways help Accenture clients understand how transformation impacts their business outcomes and enables organisations and teams to assess and track the performance and behaviour of their people in adopting new ways of working. Transformation GPS collects data from stakeholders via a statistically validated survey that is online, and analyses results against an extensive set of benchmarks in its database. Results help organisations to effectively plan, manage and guide their transformation programs to achieve successful outcomes. Transformation GPS results are used to identify trouble spots before transformation goes off track, and to initiate appropriate corrective actions with confidence. TGPS is based on 25+ years of research and 2,000,000 change journeys across 25 industries and 95 countries.
- **Change ROI calculator** – A predictive analytics aid for change management practitioners and organisations in the midst of transformations. This tool can help determine the incremental impact which change management may have in delivering the benefits expected from a transformation. It can be employed to ascertain the right amount of investment that must be made in change management efforts, basis the organisation's specifications and history in dealing with transformations, and what the return on this investment would be.
- **ThinkTank:** Our digital engagement platform for running client workshops. Features interactive presentations, group brainstorming, and prioritisation - enhanced with AI. Records digital conversation with your attendees, drives to consensus and documents outcome.
- **Strata:** Strata drives behaviour shift on our leadership and culture programmes, helping clients turn intention into action. Bespoke combinations of masterclass videos, practical tools, leadership experiments, and reflection are curated into tailored learning journeys for clients. The app serves up bite-sized activities and challenges in between facilitated workshops and coaching sessions and is pre-loaded with our "Agile Leadership" content library (Accenture developed IP).

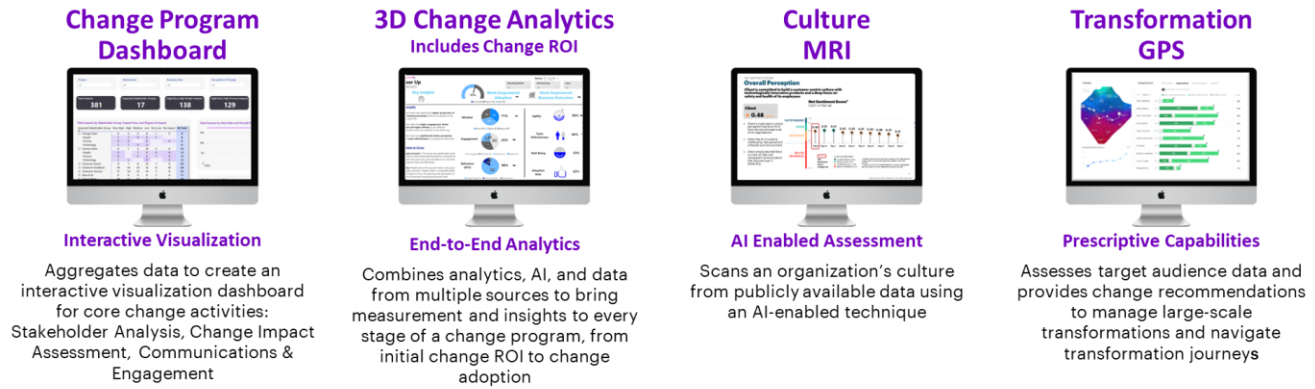


Figure 5: Sample screen shots of some of Accenture's Change Assets

5. Expected Outcomes

Accenture focuses on business outcomes to help transform organisations. Typical outcomes are growth and savings through shaping the future work and workforce to drive productivity, capability, and agility for profitable long-term growth, and creating new value for the business where humans and digital interact. Some of the expected benefits are described in the diagram below:

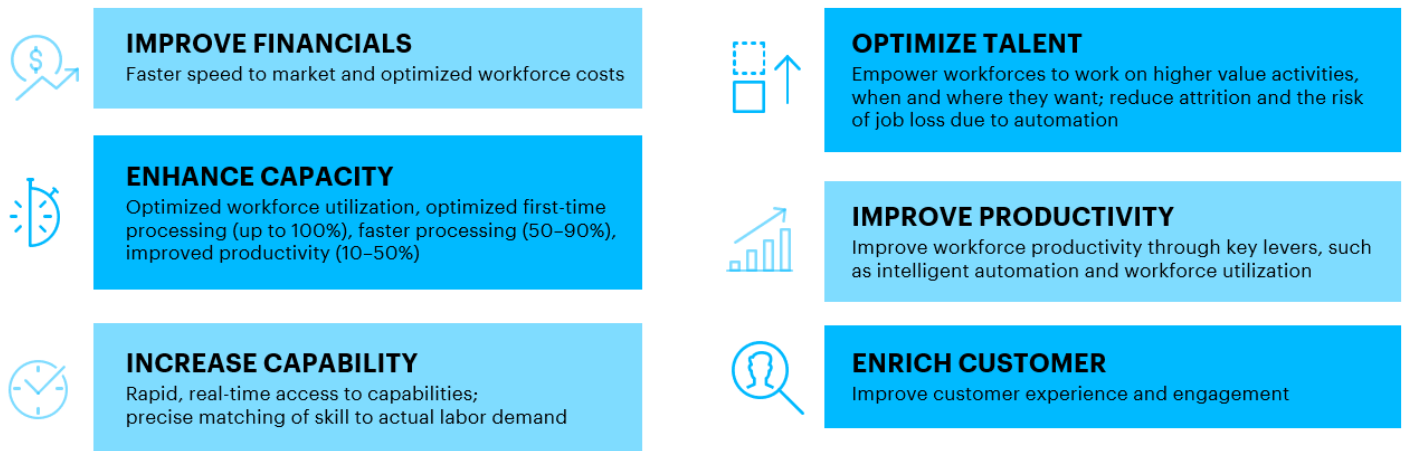


Figure 6: Expected Outcomes

6. Pricing

Please refer to the associated Pricing Document associated with this service.

7. Contacts

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8. About Accenture

Accenture is a leading global professional services company that helps clients build their digital core, transform their operations, and accelerate revenue growth - creating tangible value across their enterprises at speed and scale. We are uniquely able to create these outcomes because of our broad range of services in strategy and consulting, interactive, technology and operations, with digital capabilities across all of these services. We combine unmatched industry experience and specialised capabilities across more than 40 industries and all business functions. With 730,000 people serving clients in more than 120 countries, and a net revenue of \$64.1 billion USD for the financial year ending on 31st August 2023, Accenture drives innovation to improve the way the world works and lives.

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