G-Cloud 15 Service Definition

Accenture Finance Operating Model Transformation

Jan 2026

Contents

1.0 Scope of our services

We work with our clients to shape the Future of Finance, deliver insight to support decision making across the enterprise and drive value from strategy to execution. We help CFOs, Finance and Risk executives navigate through, and capitalize on, digital disruption, from vision to value for the enterprise

Our Vision: Solving the future for CFOs, Finance and Risk Executives

Our promise to clients: We promise to help CFOs, Finance and Risk executives navigate through, and capitalize on, digital disruption, from vision to value for the enterprise

CFO&EV Offerings

1. CFO Agenda
2. Finance Operations
3. Platform Transformation
4. Enterprise Performance Management
5. Digital Risk & Compliance
6. Sustainability (ESG) Measurement, Analytics & Performance

2.0 Offering Details

1. CFO Agenda

- CFO strategy
- CFO leadership
- Enterprise Value

2. Finance Operations:

Burning Platform

With every financial crisis, the role of the CFO has been expanded and elevated. Today the CFO is "the" strategic advisor to the CEO, the C-Suite and the Board. As the digitization of industries dramatically disrupts the work performed in the finance function, a different mix of human + machine and strategic partnering is required to drive and maintain the journey to intelligent operations.

The shift in demands and expectations placed on finance also requires a rethink of the finance operating model. For example, what is the mix of human vs. machine-assigned tasks, or what focus should be placed on transaction processing vs. analysis? Do we focus on finance results or developing enterprise insights? Should we develop inhouse capabilities or rely on partners?

Client signals

- Client is looking to transform their finance operations, including scope expansion, captive transformation or buyout, BPS (basis point) scaling, end-to-end SynOps, covering operations, captive and BU finance
- Clients wants to establish finance analytics capabilities to support profitable growth

Value Jump Starters

- EVS – Tool to simulate size of the prize for op model transformation (F&A Pilot)
- SynOps – A platform to monitor productivity real time, manage liquid workforce and analytics support
- GBS self-service assessments

Industry Relevance

- Banking, Capital Markets, Comms & Media, CG&S, Energy, Health, High-Tech, Insurance, Industrial, Retail

Buyers

- Primary: CFO, COO
- Secondary: Head of Asset Planning, Head of Grid Operations

Outcomes

- 20-50% cost reduction based on strategic levers and automation, creating opportunity to reinvest 10-20% on growth initiatives
- Rapid cost reduction partnering with operations / BPO
- Long-term EBITDA growth for truly agile organizations is 16% compared with six percent on average for non-agile organizations

3. Platform Transformation

Burning platform

Existing technology is often a major inhibitor in the implementation of our clients' vision and strategy and often requiring a re-platforming of the enterprise to connect, integrate, analyze, and drive value at scale. The automation, process standardization, central governance of data, and analytics capabilities available with today's Platform providers (SAP, Oracle, Workday) can enable new ways of working and generate critical insights to guide the business. Platform transformation needs to happen holistically to take advantage of the "combinatorial" and exponential effects of technology. As clients translate plans into action, many are challenged to gain alignment on the priorities that inform where, when, what to implement first, and the value that can be targeted and realized for the enterprise.

Client signals

- Client is having strategic conversations about the Future of Finance
- Client is exploring business case for technology transformation (i.e., Journey to Cloud)
- Client requires data-driven insights to better serve the business
- Client completed an acquisition and is looking into integration opportunities
- Client is struggling with getting value from automation and artificial intelligence

Value Jump Starters

- Finance Innovation Day to explore the art of the possible, visit an operational excellence location to see latest finance innovations firsthand
- Custom Quantitative Benchmarking
- High Level Transformation Charters for priority initiatives
- As-Is + To-Be Application Landscape
- Business Case and Roadmap

Industry Relevance

- SAP: Comms & Media, Energy, Industrial, SW&P
- Oracle: Federal, Banking, Capital Markets, Insurance, Health, Utilities, High Tech

Buyers

- Primary: CFO, CIO/CTO
- Secondary: CEO, Head of Transformation, Head of Shared Services

Outcomes

Quantitative outcomes include a cost reduction of 25-40% in the first 3 years.

- 5-20% Process standardization across the enterprise
- 5-25% Automation of end-to-end transactional processes
- 10-30% 'Should-Be' Org Design, incl org structure, sizing, sourcing and controls
- Enhanced analytics and insights technology to alert opportunities and issues

4. Enterprise Performance Management

Burning platform

There is a strong need among clients for improved accuracy and (near to) real-time info and insights obtained through data analysis. This is primarily driven by companies which need to respond quickly and with greater confidence to highly volatile and uncertain market situation.

Primary planning issues – today's problem to address:

- FP&A (Financial Planning & Analysis) organizations are slow, siloed, static and expensive
- Planning processes are partially automated but not integrated (focus on financial only) and calendar-driven (annual)
- Poor use of intelligent technology and cloud based agile techologies
- Outdated capabilities

Client signals

- Client needs faster and more agile FP&A process to respond to changes and make decisions
- Client needs the FP&A process to provide the expected value and insights
- Client is seeking to rely on the data integrity & objectivity from the FP&A process
- Clients FP&A organization has outdated skills and capabilities and operates in silos

Value Jump Starters

- Innovation workshops to explore the art of the possible (e.g., FP&A organization of the future)
- Cloud based solutions to allow rapid automation of end to end processes and scaling up and down of capability
- FP&A blueprinting (define to-be state and roadmap incl. solution selection)

Industry Relevance

- Chemicals, CG&S, High-Tech, Industrial, Banking, Comms & Media, Energy, Insurance, Life Science, Retail, Utilities

Buyers

- Primary: CFO / Chief Accounting Officer (CAO) / Head of FP&A
- Secondary: Head of S&OP, Group Treasurer

Outcomes

Generate about 25%+ total cost savings in the planning function alone via:

- Decreased time to deliver (real time or near real-time business insights)
- Improved forecast accuracy and process efficiency
- Significant reduction in COGS (cost of goods sold) and risk exposure

5. Digital Risk & Compliance

Burning platform

We live in an increasingly volatile and complex world, where every organization needs to improve its risk management capabilities to better prepare and make their businesses resilient. The challenges ahead can come from future pandemics, climate risk, cyber threats and fraud, financial market volatility, geo-political instability, supply chain disruption, credit and liquidity issues – just to name a few. As a result, Risk as a topic and agenda is moving from the back office to the desks of the C-Suite.

Client signals

- Client is struggling to remain resilient/relevant amidst growing volatility and levels of risk
- Client's current solutions/ approaches are inadequate to deal with new cyber crime techniques, threat actors/types and emerging risks, reducing the business' ability to grow
- Client is struggling to meet the regulatory agenda which is becoming increasingly complex & voluminous
- Clients' strategy/ decision making does not integrate risk leading to sub-optimal outcomes

Value Jump Starters

- Risk and/or Compliance assessment (e.g., AML/Fraud Analytics Triage, Climate Risk)
- Risk Decisioning/Modeling Proof of Concept (e.g., Cyber Risk quantification, Early Warning Models, Augmented Credit Scoring, RegTech PoC, Risk Data & Analytics/AI strategy & use cases)
- Risk Transformation assessment (e.g., Compliance Transformation Diagnostic, J2C Risk assessment, Risk Analytics Op Model assessment)

Industry Relevance

- Banking, Capital Markets, Comms & Media, Energy, Insurance, Life Sciences, Software & Platforms, Utilities

Buyers

- Primary: CFO, CRO, CCO/Reg Affairs, Head of Controls, CIO, CTO, CISO, BU/Ops Head, Chief Data Officer
- Secondary: CPO, Internal Audit

Outcomes

- Faster Customer Onboarding: 40% reduction in onboarding time
- Efficient AML/KYC Investigation using analytics/automation: 25-40% reduction in AML alerts, 15-35% reduction in KYC reviews, 40% reduction in headcount
- Cost-efficient Remediation using AI: 50-70% cost savings

6. Sustainability Measurement, Analytics & Performance

Burning platform

The need to be more sustainable has been mounting in societies at large. Not unlike how we saw the need to be digitally enabled catapult to the top of C-level agendas in the last decade, we are now seeing the same happen with sustainability. **Sustainability is the new Digital**.

CFOs have long understood that **what we measure shapes what we do**. For sustainability to become business reality, it must drive what we target and how we report.

The businesses that leap at the opportunity to embed sustainable performance into everything they do,
will benefit from the growth opportunities that are only available to those who take stepwise actions toward becoming sustainable, fast.

Client signals

- How do I move beyond reporting and disclosure to drive sustainable performance?
- How do I acquire, curate, model and report sustainability (ESG) data?
- How do I optimize my finance technology landscape for sustainability measurement?
- How do I assess the impact of climate on my business?
- How may a shift to a circular business model enhance my commercials?

Value Jump Starters

- Sustainable performance framework (Integrated Value Realization) with Accenture as our own credential
- ESG measurement maturity diagnostic (as-is and to-be self service assessment and workshops)
- Innovation workshops to explore the art of the possible (incubating CFO ESG performance innovation experience with the Dock)
- Climate (TCFD) maturity assessment & scenario modelling

Industry Relevance

- Banking, Capital Markets, Insurance, Energy, Utilities, Natural Resources, CG&S, Industrial

Buyers

- Primary: CEO, CFO, CAO, CSO, CRO
- Secondary: CIO, CDO, CPO, CHRO, BU-Leads

Outcomes

- Understanding of the risks and opportunities from ESG including the P&L impact, reduction for ESG risk exposure and regulatory compliance
- Sustainable economic model including a clear set of KPIs underpinned with reliable data
- Process efficiencies achieved with automation of ESG reporting
- Transparent value case for the transition towards a sustainable (e.g., circular) business model

3.0 Our Ecosystem Partners

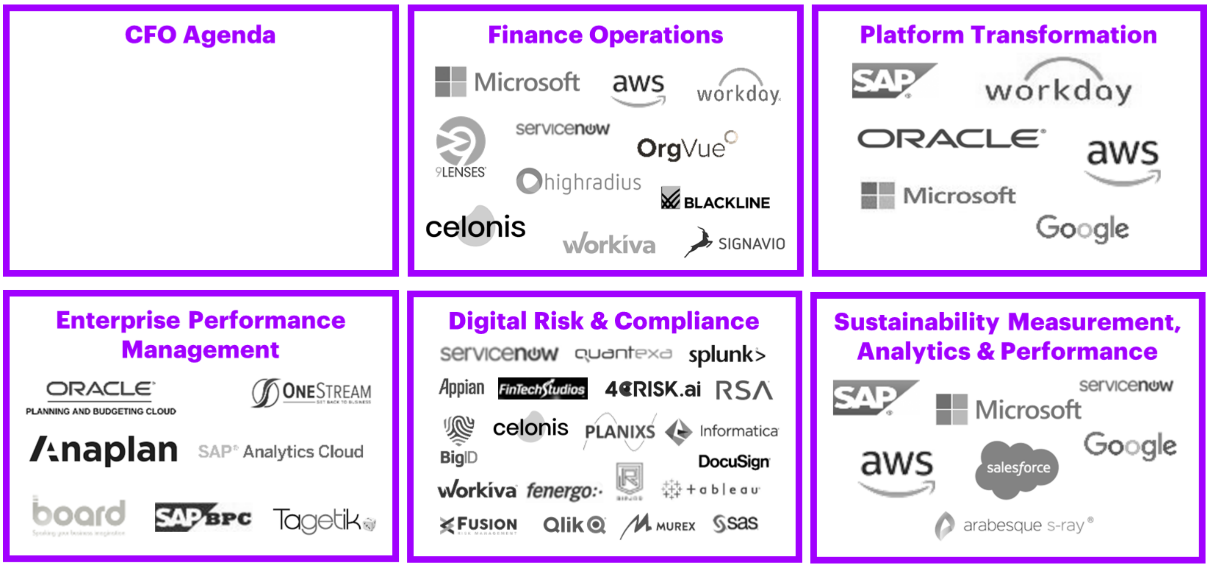

Figure 1: Ecosystem Partners

*The above list is non-exhaustive

4.0 Pricing

Please refer to the associated pricing document/ rate card relevant for this service.

5.0 Contacts

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6.0 About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organisations build their digital core, optimise their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 799,420 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities

