



G-Cloud 15 Service Definition

Accenture Organisational Design Services

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accenture

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1.0 Scope of our services

This document describes the Accenture Organisation Design cloud offering and should be read in conjunction with the associated G-Cloud 15 Services documentation.

The scope of our offering covers the organisation design and operating model requirements to maximise the implementation of cloud-based strategies and technologies.

Now more than ever businesses are feeling the pressure to reinvent their overall operating model and re-design their organisation for success. This requires a complete review of their ways of working, technology, processes and people capabilities. New business and delivery models, driven by AI and technology coupled with other change factors such as the push towards digital transformations, changing customer expectations, new strategies, C-suite and leadership changes, the need to address poor performance and a drive towards organisational agility to meet stakeholder needs requires organisation to reinvent themselves. Accenture is positioned to partner with our clients in guiding them through this organisational transformation by providing a suite of services for overall operating model change and specifically in organisational design.

Our scope of services covers all the “building blocks” to operating model change and we guide our clients through all of the operating model choices they may need to consider including the capabilities they require, the talent they need to attract and retain, what kind of services should they offer in an organisation being designed to be fit for future through to how the structure of the organisation will look.

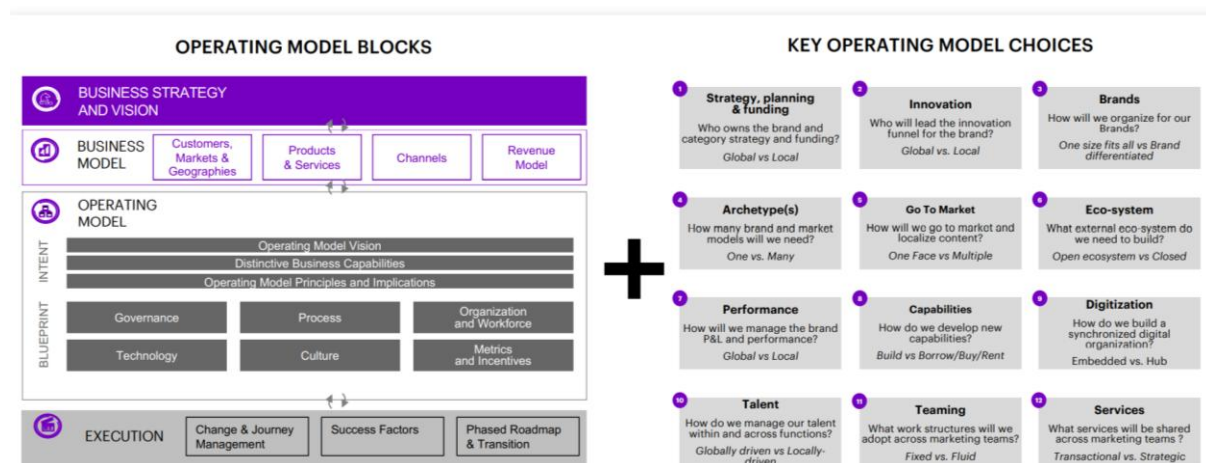


Figure 1: Operating Model and Organisation Design Components

More specifically in the case of organisational design, we provide the below services:

- **Ambition: Defining the organisational design ambition:** Assessing cloud capabilities used today, AI opportunities and defining capabilities for tomorrow, including understanding gaps. A successful ambition phase will clearly articulate the strategic drivers and target (the why) for Organisational Design, identify current pain points and opportunities (the what), and define design principles that guide the future state design (the how). Activities in this phase will include:
 - **Determining the Organisational Design Drivers** – Organisational Design should enable your organisation’s cloud, functional and supporting AI strategy. Therefore step 1 is always to define or validate these strategies so you can understand the strategic drivers of the Organisational Design change (what are you looking to enable).

- **Conducting an As-Is assessment** - The As Is organisation assessment gathers information to provide insight on the current pain points and opportunities that are to be addressed through Organisational Design.
- **Defining the Organisational Technology/Cloud and AI Design Principles** - Based on the Organisational Design Drivers and As Is Assessment, we can then aid our clients in defining the principles with relevant leadership teams that articulate and align stakeholders on what we intend to achieve and how.
- **Determining the distinctive capabilities** that will be required within the organisation for a cloud transformation.
- **Defining the case for change** – to make sure the key stakeholders are aligned on a clear problem statement and focus for change at the outset.
- **Job Definition** - Aligning job families and building job descriptions aligned to the cloud transformations; includes summary, responsibilities, and requirements.
- **Socialising and validating the design** - Collate findings across the three activities into one presentation and socialise with leaders to seek validation and sign off.
- **Blueprint Designing and Blueprinting the new cloud enabled organisation:** This will set out the architecture of the organisation and assumptions for how it will be delivered. It will start out with defining the high-level operating construct and interaction flows (based on capabilities) and then move onto more detailed design, further defining how work gets done by impacted functions, the organisation structure, new roles, key processes, and RACI. It will include activities such as:
 - “Structural Activities”
 - **Designing the cloud organisational model** - Defining an organisational model and ways of working within the business with key stakeholders to drive value. This would include the spans and layers required to operate as well as determining the reporting lines and measures of performance.
 - **Defining the team structure and ways of working supporting cloud** - Work aligned to drive value and specific capabilities, embedded structures, and supporting systems and teams to promote success in a future model.
 - **Defining the work** - Break down the future capabilities and processes into tasks to look for optimisation and experience uplift opportunities. This could also include looking at the possibilities of some of these tasks being automated from RPA through to AI and agentic tools to allow team members to focus on more value-added activities.
 - “Cloud Talent Activities”
 - **Defining Roles and Responsibilities** - Build out the roles in the org structure so they create business value and responsibilities are clear, tying into Career Framework profiles.
 - **Skills Definition** - Taking the roles, this step defines what skills are required to deliver the strategic outcomes of the role.
 - **Conducting Capacity Planning** - Capacity Planning is used to determine the size of an organisation. It uses roles and tasks to calculate the number of Full Time Equivalents (FTE) required for each to-be job.
 - **Cloud/AI Talent Requirements** - Explore sourcing models to determine who will fill new roles. This includes an assessment of the current workforce and an investigation into alternative sourcing models.
 - **Cloud/AI Talent Strategy & Plan** - Based on clients’ talent requirements defining strategy to ensure they can attract, skill and retain target talent

- **Socialising and validating the design** - Collate findings across the talent and structural activities into one presentation and socialise with leaders to seek validation and sign off.
- **Integration & transition: Integrating and transitioning towards the new cloud/AI enabled organisation:** This phase aims to align business readiness, capacity, and stakeholder impacts to activate the new organisation and processes – the “new ways of working. It is a phased implementation of organisational design, governance, and processes in a way that is transparent, clear, and engaging for team members. Key activities include:
 - **Developing & Executing the transition plan** - the plan shows step by step how to get from the current state to the future state organisation that has been designed.
 - **Developing and Executing upon the Change Management and Communications plan** - Understand what change, training and communication activities are required to support the overall implementation of the organisation structure.
 - **Refine and Development of the business case** - Provide insights into what the transition is going to cost, the qualitative and quantitative benefits expected for the organisation and variables that may impact the benefits.
- **Optimisation: Optimising the new cloud/AI enabled organisation:** This phase involves continually monitoring and improving upon the organisational changes to ensure maximum effectiveness
 - Continually **monitoring performance** of the new organisation to identify improvements.
 - **Understanding and responding to feedback** through communications and tracking mechanisms.
 - **Embedding the correct governance** to continually manage changes within the Business-as-Usual environment.

2.0 Approach

We have a proven method to assessing and determining the approach to Organisational Design as shown below. This is based on Accenture's Method One approach which brings both the human aspects, processes, and technology together to create 360-degree value (which looks at value from six lenses of financial, experience, talent, inclusion and diversity, sustainability and drivers specific to each client). The timescales below are indicative and will vary dependent on each client situation and the scope of work required.

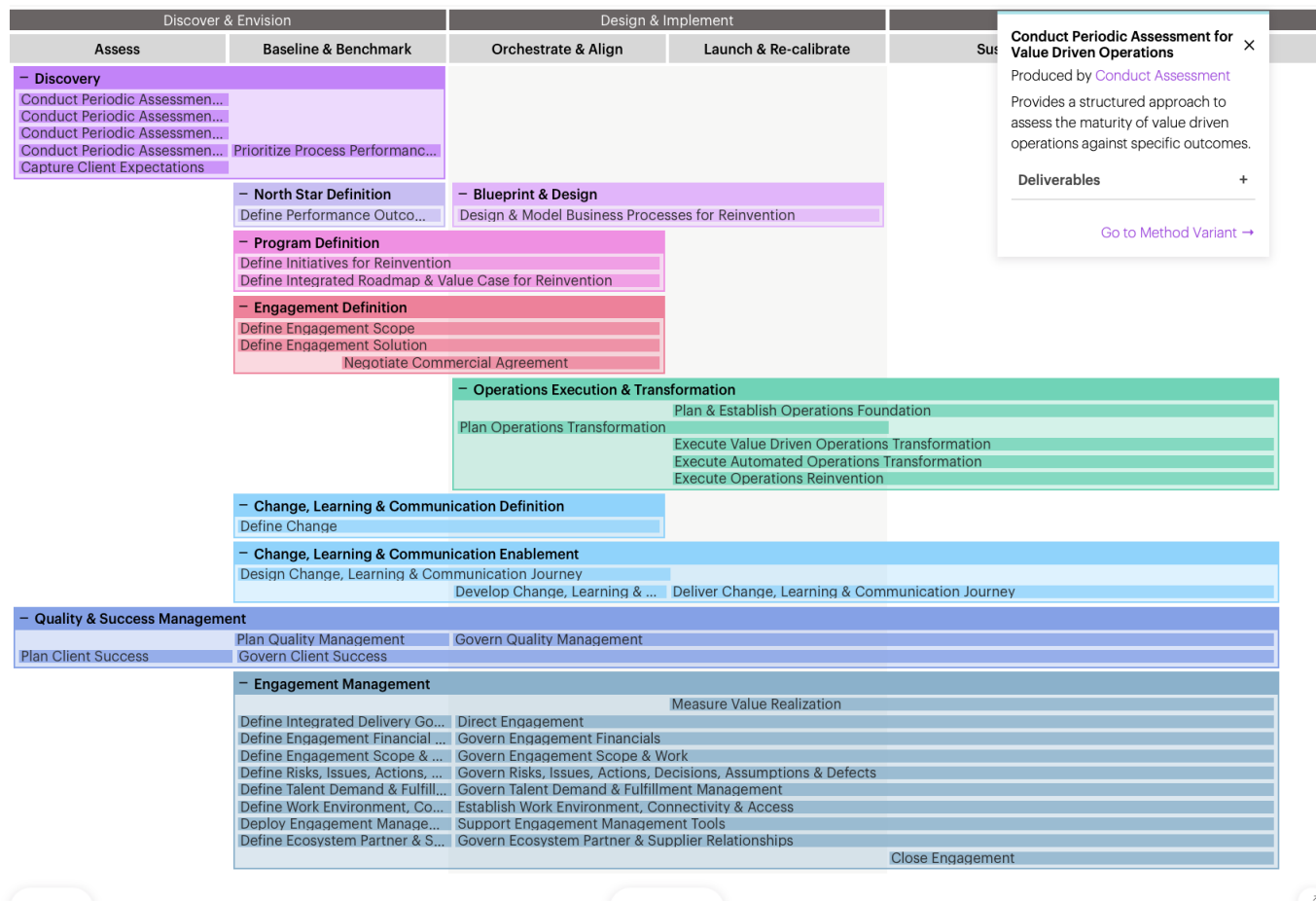


Figure 2: Accenture's Method One for reinventing organisations

During some organisational redesign projects, it is helpful to apply a Human centred lens to the operating model. This aims to reduce the organisational “debt” and release trapped value. Organisational debt accumulates when people and culture and the policies and ways of working that support them stay fixed, despite the changing world and organisation around them. This causes trapped value that human-centred design can help unlock. Therefore, where possible, we aim to ensure that throughout the design approach articulated above to use human insights as the starting point to create additive and iterative deliverables with increasing fidelity through each sprint. The below diagram shows the “how” we implement the above design approach:

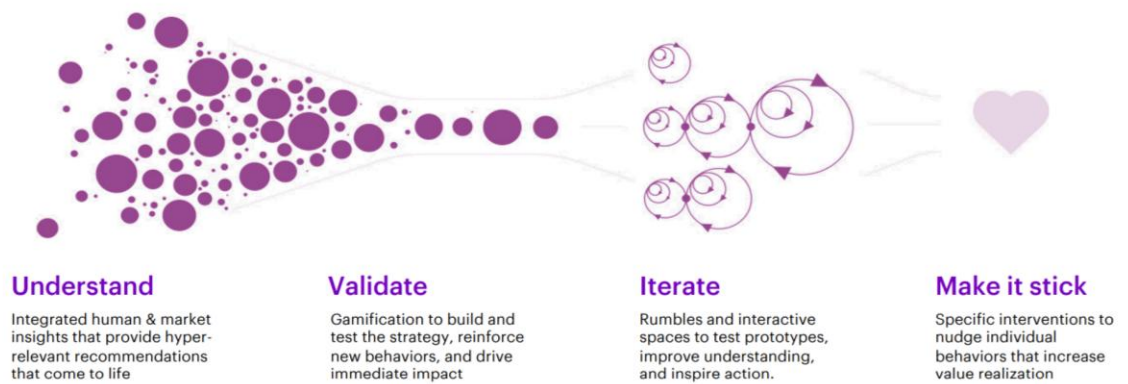


Figure 3: Human Centered Design

Using quick, human-centered iterations

Gains buy-in along the way and builds confidence in our solutions

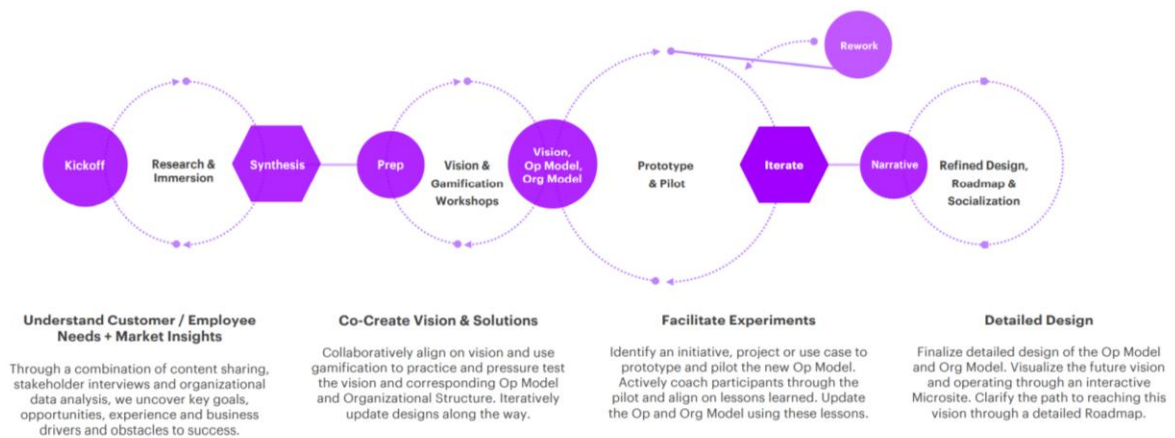


Figure 4: Iterating the Design

3.0 Benefits of our approach

Our approach helps organisations' move to cloud based and enabled organisations in a more effective and accelerated way through:

- Increased effectiveness and reduced regret cost of organisational transformation.
- Accelerated organisational design projects using proven assets and accelerators related to cloud change.
- Insight and data driven approach using predictive analytics.
- End to end organisational and operating model transformation services supporting cloud change.
- Human centered approach to organisation design to build buy-in and confidence.
- Accenture Intelligent Cloud Organisation Accelerator analytical platform to expedite organisational transformation.
- Kates Kessler bringing new and innovative organisational design methodologies to cloud based transformations.
- Skill identification and learning pathways to create a seamless transition to an effective cloud based operating model.
- Change management methodology and assets to maximise effectiveness of the cloud transformation.
- Accelerated delivery of the new organisation design through use of modern change, user centric approaches and a proven methodology.
- Access to deep organisation and operating model design experts who have a deep understanding and experience of public sector whilst bringing leading practices developed across different sectors.
- Partnership with organisations that provide both tools and expertise in area of organisation design.
- Deep knowledge of working with SME's in the delivery of programmes that bring specific knowledge and expertise in functional areas thereby helping deliver the right solution to your needs.
- Solutions which deliver up to 35% efficiencies, reduce un-necessary structural elements and help improve both employee and customer satisfaction.
- Model and designs which have been shown to deliver improved ways of working to help deliver services to the public more effectively.
- Approaches that help maximise the implementation of cloud solutions

4.0 Assets and Tools

Accenture is a leader in Organisational Design and has a community of subject matter advisors. We have also acquired several other organisations within the last few years that have helped build on our capability in this space both Future State and Kates Kessler have joined the Accenture family bringing with them new innovative approaches to human centred operating model, organisational re-design and organisational transformation. We also benefit from several strategic partnerships in this area with BetterUp, Microsoft, OrgVue and Skyhive – some of which we will touch upon below when we describe some of our differentiating assets in the field.

Throughout the organisational design journey, we can bring some of our tools and accelerators to make the change journey more effective and efficient:

1. The **Accenture Intelligent Organisation Accelerator** is Accenture's analytical platform to accelerate organisational transformations by uncovering organisational insights, exposing value, and enabling confident decision making through agile, integration and powerful AI. This tool enables:

- Headcount & Role Mapping
- Current State analysis
- Internal Benchmarking
- Value targeting & scenario Modelling
- To-be IDA & Workshops
- Control, Monitoring & Talent Mapping

This tool can be leveraged during the end-to-end op model & organisational work for 4 different project types: operating model, zero based org, organisational assessments and M&A. It enables intelligent workforce planning, intelligent operation model, intelligent productivity engine and leadership analytics.

2. **Orgvue**: The next evolution of the Accenture Intelligent Organisation Accelerator is Orgvue. Orgvue is an Integrated software platform bringing Intelligent Organisation Accelerator (IOA), HR Analytics and Workforce Planning together. Key capabilities include:

- Data handling & visualisation
- Modelling
- Business case development
- Talent mapping

This tool would be utilised to clean the baseline data and provide analysis and insight on the baseline Organisation for the client.

3. **Orgstudio** is another tool which enables Data-powered organisation design providing a connected view of the organisation using previously underutilised data which gives the organisation new and rich insights. It is a user-friendly tool that enables the user to examine org data, experiment with design, evaluate the size of the prize and execute the overall org design.
4. Our **Competitive organisational agility assessment** is a 13-question customisable assessment to analyse and benchmark an organisation's ability to sustain performance over time and quickly respond to opportunities and channels to progress to its business goals by mapping the organisation on a scale of Velocity & Adaptiveness and Scale & Stability.
5. Our **Change Management Platform** is a cloud-based platform that consolidates capabilities to enable the change portfolio across teams and clients to collaborate and

deliver impactful change. It essentially acts as a “one stop shop” for change managing and allows an organisation to manage the change management activities through any kind of business or IT transformation – e.g stakeholder engagement, communications, role mapping etc. It also uses predictive analytics to design targeted and effective transformation strategies.

6. **Skyhive:** Skyhive is a skill based artificial intelligence technology that supports rapid workforce reskilling. By capturing and streaming real time labour market movements on a skill level, the Quantum Labour Analysis revolutionises how clients can acquire, develop and engage talent through a wide range of applications. For example, if the organisation wishes to move to a future IT workforce that embraces cloud technology – Skyhive can:

- Aid in workforce planning and meeting changing needs
- Use touchless workforce analytics to enable a cloud and workforce transformation
- Create internal career pathways to engage and motivate the workforce
- Close skills gaps fast through learning and development offerings
- Aid in succession planning and the rapid redeployment of talent
- Help to find candidates and broaden the talent funnel
- Help the I&D agenda by eliminating systemic bias

Skyhive products include:

- Skyhive LMI - Powerful labour market analysis for industry benchmarking, emerging skills identification, skill ontology & job taxonomy development, career transitions, etc.
- Skyhive Enterprise - A SaaS platform that supports rapid, company-wide reskilling through tools for workforce reskilling, internal mobility/career pathing, targeted training, and talent acquisition
- Skyhive Skills Passport - Provides workers & learners with individualised career and reskilling pathways. Provides governments / training institutions with real-time labour market insights. For Business-to-Government-to-Community.

In addition to some of these assets and accelerators mentioned above we also have a suite of tools that accompanies the methodology we outlined in the approach for each of the steps in the approach we have proven deliverable templates that have been honed and improved upon as we continue to aid our clients through complex transformations. These range from templates for role mapping and costing, change and transition plans, competency, and talent assessments, building of org structures, governance models, task definitions and effort analysis, to name but a few.

5.0 Pricing

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

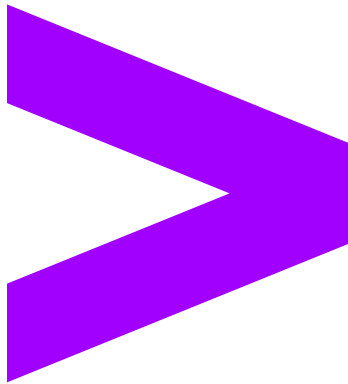
6.0 **Contacts**

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7.0 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



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