



G-Cloud 15 Service Definition

**Accenture Learning and Change Management
Services**

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accenture

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1.0 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 13 Services documentation. Our change and learning support cover Google, AWS, Microsoft Azure and also 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.¹ 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 organizational change (39% overall).¹

Business reinvention isn't just about technology. According to our research, **Modern Cloud Champions** prioritize 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.²

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 Cloud Change that we would support our clients through to achieve a successful Cloud Transformation.

However, some of the elements of the framework we have described in other G-Cloud 13 Service Description 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.

Cloud Change Acceleration Detailed Framework

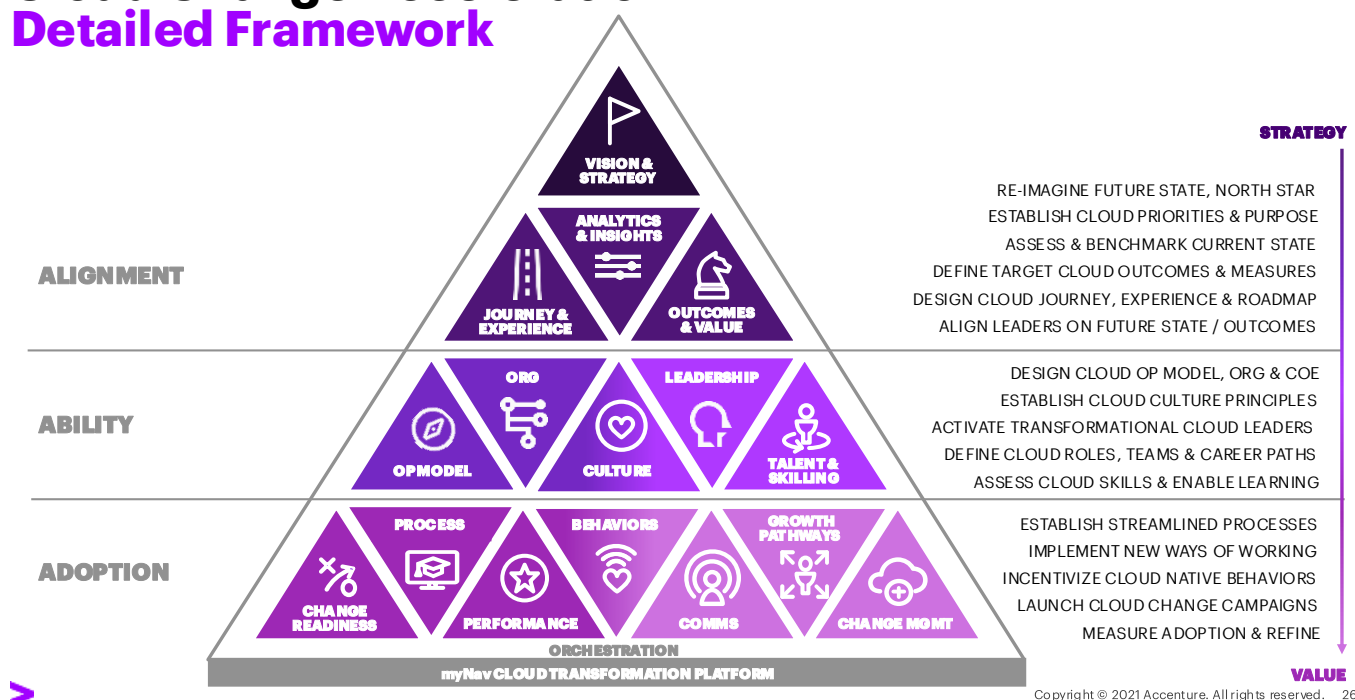


Figure 2: Accenture's Proprietary Change Acceleration Framework

Alignment: Our Framework focusses on helping an organisation 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. The alignment stage clarifies what targets and measures the organisation will assess itself against as well as painting the overall roadmap and experience.

Ability: The “ability” services that Accenture offer within this framework focus on really designing what the organisation needs to look like to fulfil all the priorities and vision outlined during the Alignment phase. It provides the “what” and “how” of the Cloud Transformation journey – designing the organisation, understanding the culture principles, defining what will be needed of the organisation’s leadership and depicting the skills different areas of the organisation will need and what the individual journeys will look like to take them there.

Adoption: The Adoption phase focusses on fast-forwarding the organisation towards Cloud. Putting in place the processes and ways of working to implement the change. Focusing in on readying the organisation for their transformation and starting to embody some of the new behaviours and culture that the organisation envisages to set themselves up for success.

In this document we will deep dive into 3 of the service areas that Accenture can help with in order to support the organisation in their Change Journey: Culture and Leadership Change and overall Change Management towards Cloud.

Looking at some of the additional services we provide as part of the change framework.

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.
- **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.

2.0 Approach

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

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

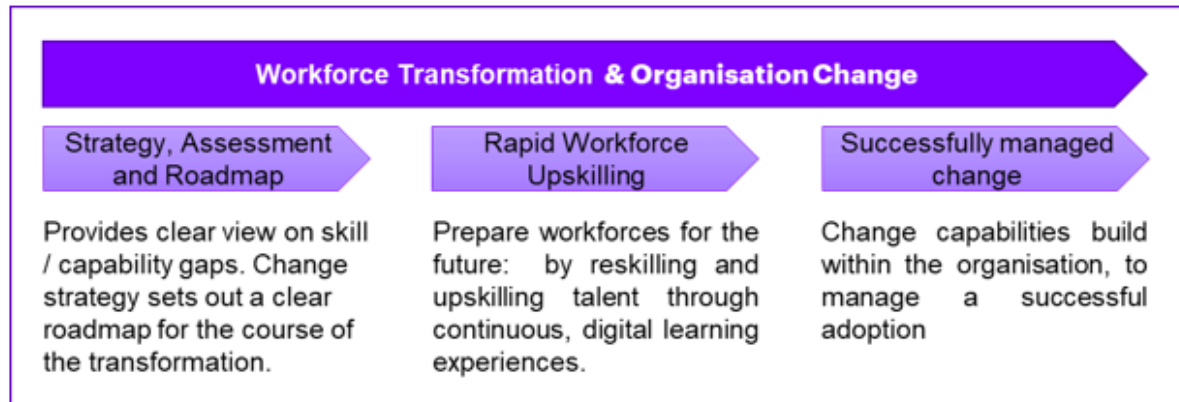


Figure 3: Accenture's Proprietary Change Acceleration Framework

3.0 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 centers, 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

- Greater 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 2,400+ 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 in new areas such as SaaS & Digital (e.g. DayNine, Karmarama)
- **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 Bangalore, Bucharest, Dalian, Mumbai, Prague and San Antonio

4.0 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 programs 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 organizations, 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 organization to establish a strong culture to accelerate and enable their cloud journey. It uses an “inside-out” approach for organizational visibility to the current level of employees’ behaviors that accelerate cloud adoption. The Cloud Culture DNA Assessment analyzes 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 organizational culture in a no-touch way. It is an AI enabled validated innovative analytic assessment, leveraging machine learning and unstructured information, to provide an assessment of organizational culture from both internal and external perspective.

Change Management Services

- **Change Management Platform:** A cloud-based solution that consolidates change management activities into a single platform enabling our teams and clients to collaborate and deliver impactful change. It aggregates and visualizes the change portfolio across the enterprise. The CMP is insight driven and leverages powerful predictive analytics and research throughout a change program to design targeted and highly effective transformations strategies that deliver desired business outcomes
- **Transformation GPS (Powered by myNav® Change Advisor) - Recommended for all Cloud Change programs**, prescriptive analytical solution that enables leaders to use data-driven insights about their organization’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 organizations 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 organizations 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 –** is a predictive analytics aid for change management practitioners and organizations 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 organization's specifications and history in dealing with transformations, and what the return on this investment would be.



Change Management Platform

Integrated platform that enables change leaders and practitioners to collaboratively plan, manage and deliver impactful change at pace. Benefiting from consolidated view of change management activities in one place, consistent methodology, near real-time visual data and powerful insights.



Transformation GPS

AI-powered analytical solution that enables leaders to use data-driven insights about their organisation's dynamics to navigate transformation change journeys with certainty and predictability.

High transformation change capabilities are positively associated with stronger EBITDA financial performance.



Culture DNA

Inside-out organisational culture assessment that enables leaders to diagnose their organisation's culture to determine how to leverage unique culture attributes to realise change and business goals.

Strong organisational culture is positively associated with stronger financial performance, across various indicators such as EBITDA and revenue growth.



Culture MRI

AI-enabled outside-in assessment that scans organisational culture in a no/low-touch way. It leverages machine learning and unstructured information to provide assessment of organisational culture from both internal and external perspectives.

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

5.0 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:

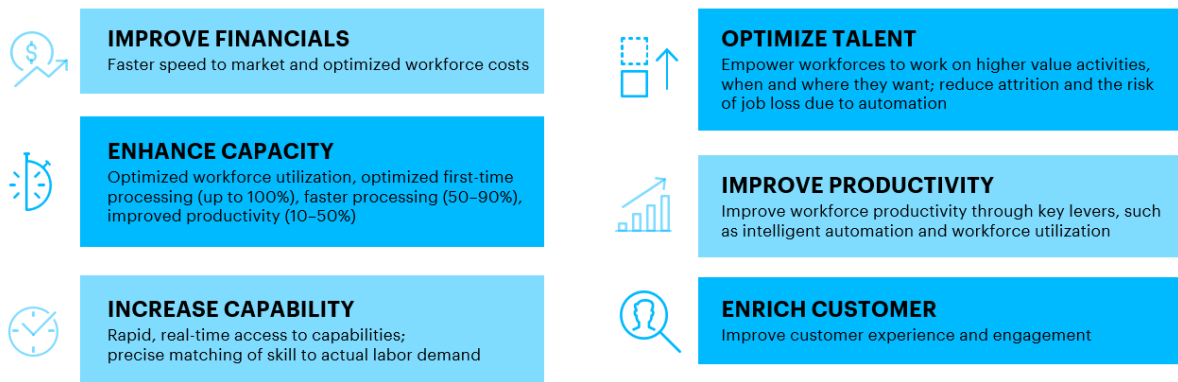


Figure 6: Expected Outcomes

6.0 Pricing

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

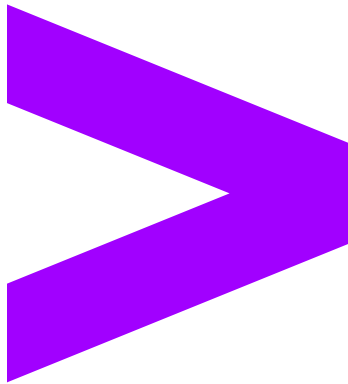
7.0 **Contacts**

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8.0 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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