



G-Cloud 15 Service Definition

**Accenture Cornerstone Learning and Change
Services**

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accenture

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1.0 Scope of our services

This document describes the Accenture Cornerstone Learning and Change cloud offering and should be read in conjunction with the associated G-Cloud 13 Services documentation.

The scope of our offering covers the strategy through to implementation of a Cornerstone learning solution (which is a cloud-based Learning platform) including development of processes, organisation design changes, operating model requirements, Data and MI to maximise the implementation of this cloud-based learning system. We can adopt fixed price as well as time based and more value-based contract approaches.

With the ever-changing nature of work, the level of uncertainty and the shift towards increased use of cloud and other technologies, the half-life of skills is shortening. These factors coupled with changing and increased citizen needs, and the pandemic are driving organisations to deliver better learning and development interventions to their staff.

Our scope of services covers all the “building blocks” of a Cornerstone learning solution from initial planning and design through to configuration, testing, prototyping/piloting (according to GDS standards) as well as data loading, reporting and MI production and then roll-out. We can also support in the necessary changes to the Learning Operating Model and support the change interventions required to successfully deliver the Cornerstone cloud learning platform.

The components of our scope of services are shown in figure 1. For the purposes of this cloud support offering, we are focusing on the Learning Technology components and how we can implement the Cornerstone cloud learning platform.



Figure 1: Scope of Cloud Learning Services and focus for Cornerstone.

The scope of our exact support in the implementation of the Cornerstone cloud learning element includes (elements will vary dependent on what the client would like us to take ownership of):

- **Learning strategy and design:** including defining the cloud system's implementation approach and requirements to deliver a successful implementation including governance, entry and exit criteria, operating model, business change and training, the approach to learning administration, workforce planning, career management, Data/MI and reporting, service management, and technical integration and security considerations.

- **Cornerstone configuration:** including design of end to end processes for learner administration, content management and curation, corporate learning approaches and configuration, reporting development, MI design, processes for learning administration and the subsequent implications for the learning operating model (including roles and responsibilities).
- **Technical set-up:** including assessment and definition of the necessary technical requirements to enable access to the Cornerstone system (hosted by Cornerstone as it is a SAAS solution) including interface designs and API development where applicable as well as technical testing. Figure 2 describes the technical testing at a high level.

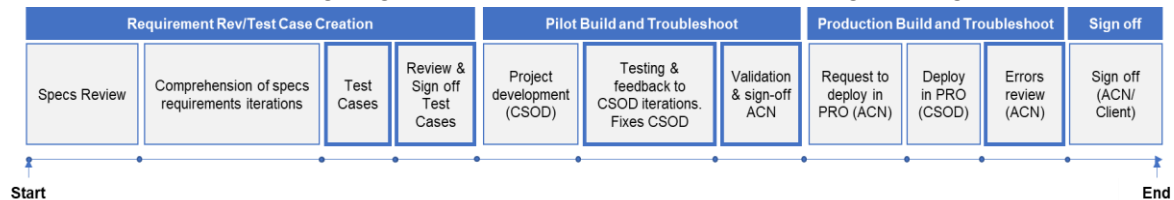


Figure 2: Accenture Cornerstone Technical Testing Approach

- **Testing:** including Functional and Unit Testing, Performance Testing (although as a SAAS solution this should be as per standard SAAS SLA's), User Acceptance Testing, Integration Testing, setting up of test environments, Regression Testing and the whole management of testing, development (if needed) of test scripts, Data Migration Testing and Validation Reporting. We will align with GDS and organisation standards within the confines of a cloud-based solution. Figure 2 shows the high-level approach to functional testing:

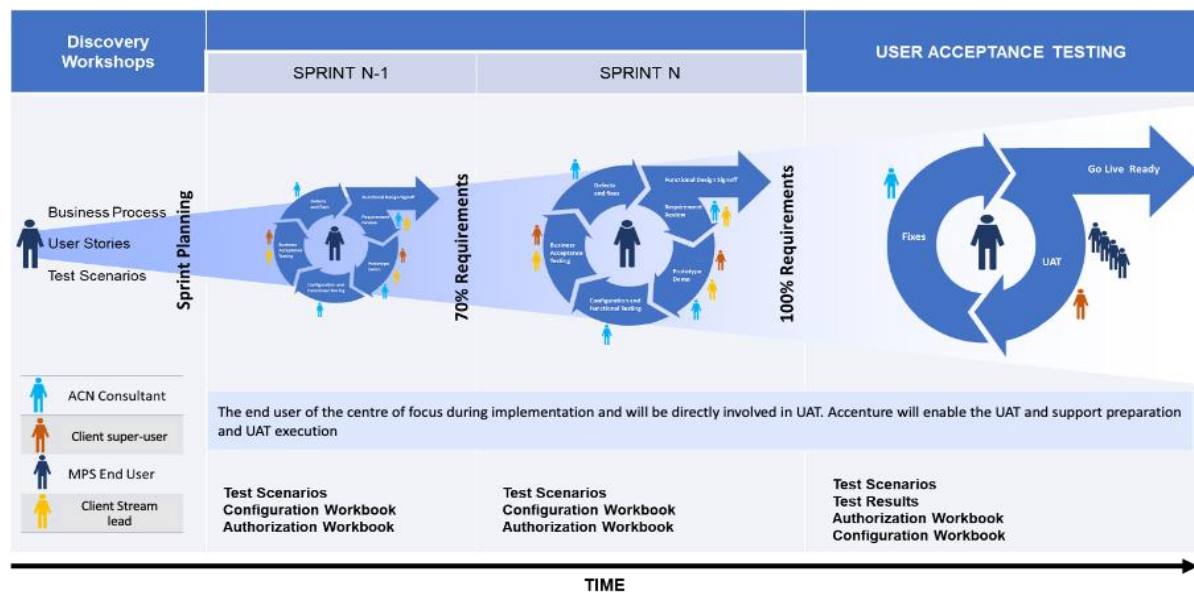


Figure 3: Accenture Functional Testing Approach for Cornerstone

- **Migration:** including data mapping between legacy systems Cornerstone, data transformation, loading of transformed data into Cornerstone as well as development of validation procedures. This will include, if necessary, the movement of e-learning (SCORM) documents and materials, piloting of data to be transferred before movement to the live system.

- **Learning administration:** including capture of all assets and training content necessary to deliver the Cornerstone solution, including number of instructors, venue, resources, and equipment needed (both physical and virtual), budget and cost information, creation of learning plans, setting up of email and other notifications, forecast versus budget versus actual costing, defining training plans and populating them as well as reviewing delivery and feedback, setting up of catalogues and training schedules (including scheduling wizard), waitlisting rules and functionality, design and development of automated business process flows (such as emails, approvals, setting up proxy approvers), defining and setting up pre-requisite learning rules, learner correspondence and assessment.
- **Personal learning:** including design and configuration of automatic enrolment based on job family, role and location including learning assignments and availability, self-service access and workflow development, refinement of the Learner Experience Platform to better meet the user needs within the bounds of configuration of the system, design and configuration of the individual learner record maximising automation/machine learning along with testing compatibility with multiple devices and browsers and assistive technology.
- **Corporate learning:** including configuration to allow comprehensive management and deployment of both on-line and off-line learning using the configurable learning catalogue as well as meta-data fields and learning objects including Administrators can create, upload and manage any number of learning objects. Out-of-the-box learning object types include: online learning (SCORM, AICC, Tin Can xAPI), Instructor-led training (ILT) sessions, virtual classroom training (through packaged connectors to industry leading tools such as Adobe Connect, WebEx, Skype etc), materials (posted documents, URL links, audio, podcasts etc.), curricula, certifications, libraries (collection of online courses), videos, On the Job (OTJ) training, observation checklists, testing/evaluation and validations, programmes and cohorts, discussion fora, suggestions, expert Q&A, playlists (including user generated content from outside the LMS) and external content objects (URL based links to content hosted externally).
- **Reporting and MI:** including definition of: graphical, interactive role-based dashboards to present and summarise key metrics, with drill-down capabilities to further analyse key data, off-the-shelf standard reports pre-configured to deliver a range of business insights on the most commonly asked questions, ad-hoc custom reporting tool providing L&D and Administrators with the relevant permissions the ability to easily create reports, an analytics tool called 'Insights' which will leverage the power of Cornerstone's unique big data set, a search and analytics tool called Cornerstone View which provides HR users and Executives powerful filtering and search capabilities to analyse key Talent data and identify people with specific set of skills, experience, capability, and configuration of access and security rights associated with reporting. etc.
- **Workforce planning:** including provision of Accenture's proprietary WFP tool kit and approach (if required).
- **Security:** including profiles, both technical, functional and non-functional security requirements and configuration of the system to meet the needs of these profiles including authentication and authorisation, meeting data processing requirements and regulations, user and administrator access, audit and historic information on access rights, and security around APIs.
- **Service management:** including defining the requirements around (and building on Cornerstone existing service provision – if required) the following elements: Service Desk, incident (minor and major) Incident Management, problem management, change management, request management. Aspects such as release management, capacity and availability of the solution and service continuity will be typically part of the standard Cornerstone SAAS provision. Equally we can host the software and discuss where variations are required.

- **Career development:** including development of the annual performance development approach from both a top-down and bottom-up perspective including scheduling of manager and employee interactions and also capturing of the outcomes from career discussions, building in of competency frameworks and a bank of competencies.
- **Business change, Programme management and training:** including all aspects of change (pre and post implementation) from leadership alignment, communication and engagement approaches (including digital methods), utilisation where necessary of Accenture's Change Management Platform to aid the cloud/digital change, development of user persona's and journeys, use of behavioural science techniques to drive improved adoption, development of training roles, training needs analysis, training approaches, access to Cornerstone University offering, development of training guides and materials, assessment of trainer readiness and also user readiness, measurement (using Kirkpatrick Model) of learning delivery; and end to end programme management of the implementation (including RAID logs, changes to the learning operating model milestone planning, goal directed outcome plans and the whole resource and project management of the implementation).



Figure 4: Key Change and Training Elements

- **Governance and set-up:** including organising the programme, and post implementation, the learning service to better deliver learning to the organisation including clear RACI and definition of roles and responsibilities.

2.0 Benefits of our Approach

Our approach helps organisation's move to the Cornerstone cloud solution through:

- Accelerated development of the new solution through existing collateral and templates which can be amended to suit individual client situations.
- Knowledge, from over 12 implementations of Cornerstone of the pitfalls to avoid
- Bringing a holistic approach to the implementation including rigorous change management approaches based on behavioural science and evidenced based insight to drive adoption to up to 90% on day 1.
- Access to our Accenture Partnership to bring in SME and other skilled resources as required to deliver a cost effective and specific solution for each client situation.
- Deep technical knowledge of Cornerstone and cloud implementation to help bring an accelerated solution to each client situation.
- Combining cloud technical, user centric and design thinking techniques, rigorous change management, expertise in SAAS and hosting as well as knowledge in leading edge learning approaches to deliver a truly user centric solution.
- The ability to deliver speedier implementation of up to 35% quicker than traditional approaches.

3.0 Assets and Tools

Accenture has implemented 15 CSOD implementations across Europe in the past 3 years, with numerous other learning platform deployments. We see all as being transformation projects, with a required focus on the functional and technical aspects of the platform. But we also believe the implementation should focus on the learners and the learning processes you want to enable. We leverage both our Cornerstone and Learning Technology practices as well as expertise in security, testing, transition and migration and change management, process design and cloud-based technology implementations to deliver the right solution for our clients.

We bring pre-configured and defined templates and workflows. Please see below for examples:

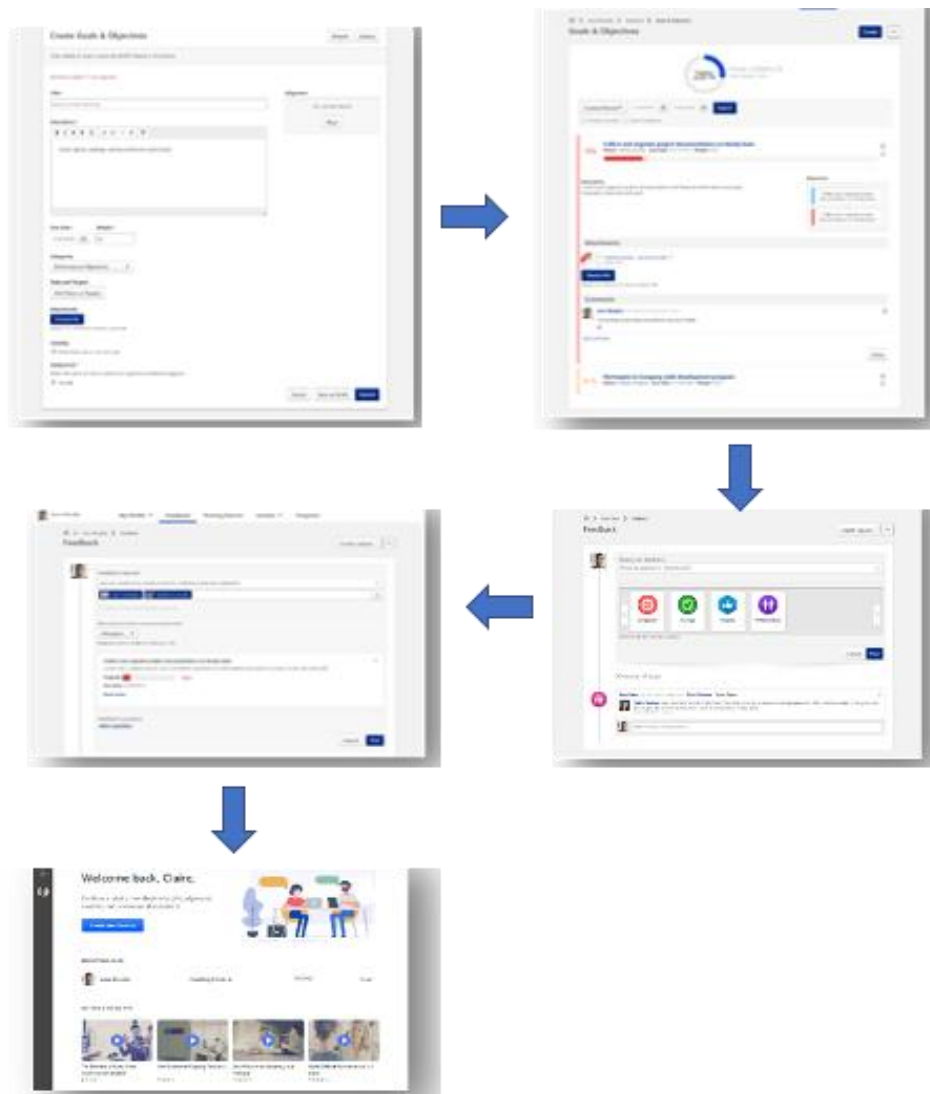


Figure 5: Accenture Cornerstone pre-configured Workflows (Indicative)

We also bring our Modern change approach which combines digital change techniques with behavioural science and increased use of data and MI to deliver an improved change experience. Figure 8 shows the components of our change management framework and SME partners we work with in implementing the Cornerstone cloud solution.

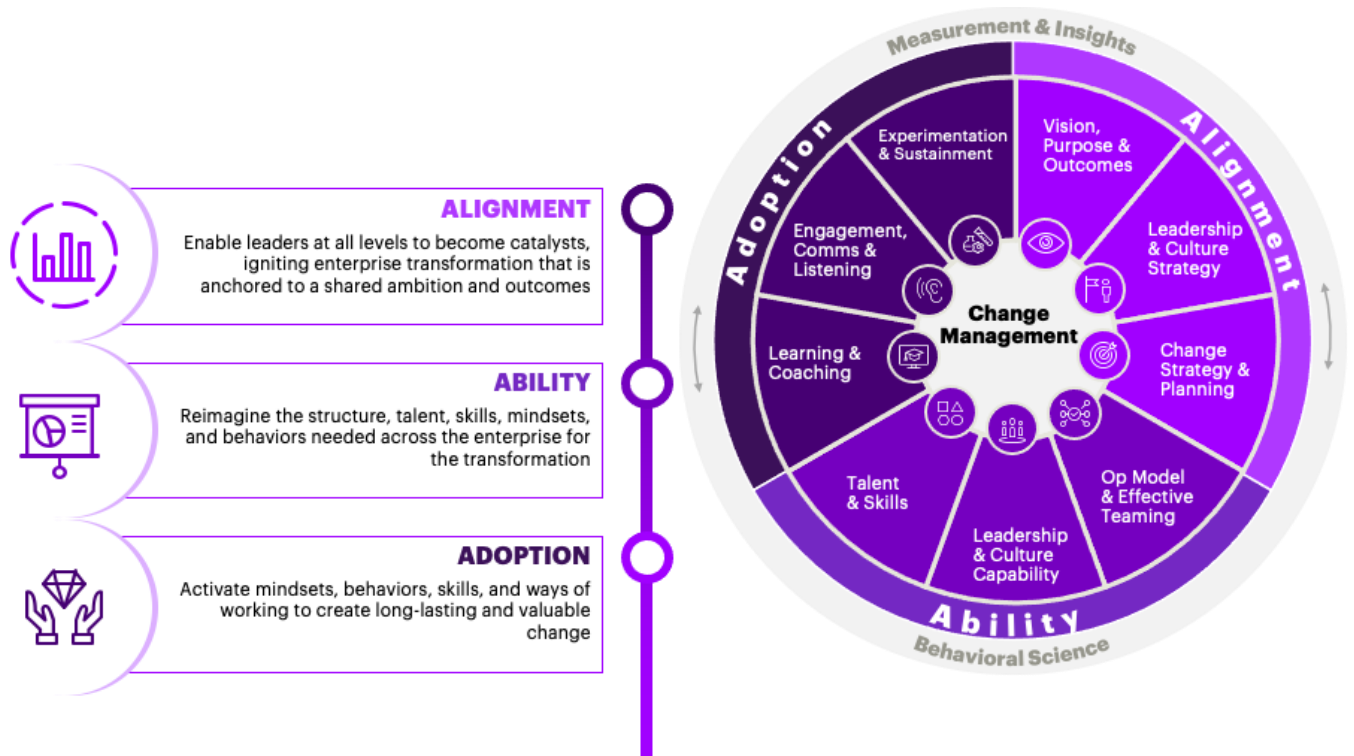


Figure 6: Accenture Change Management

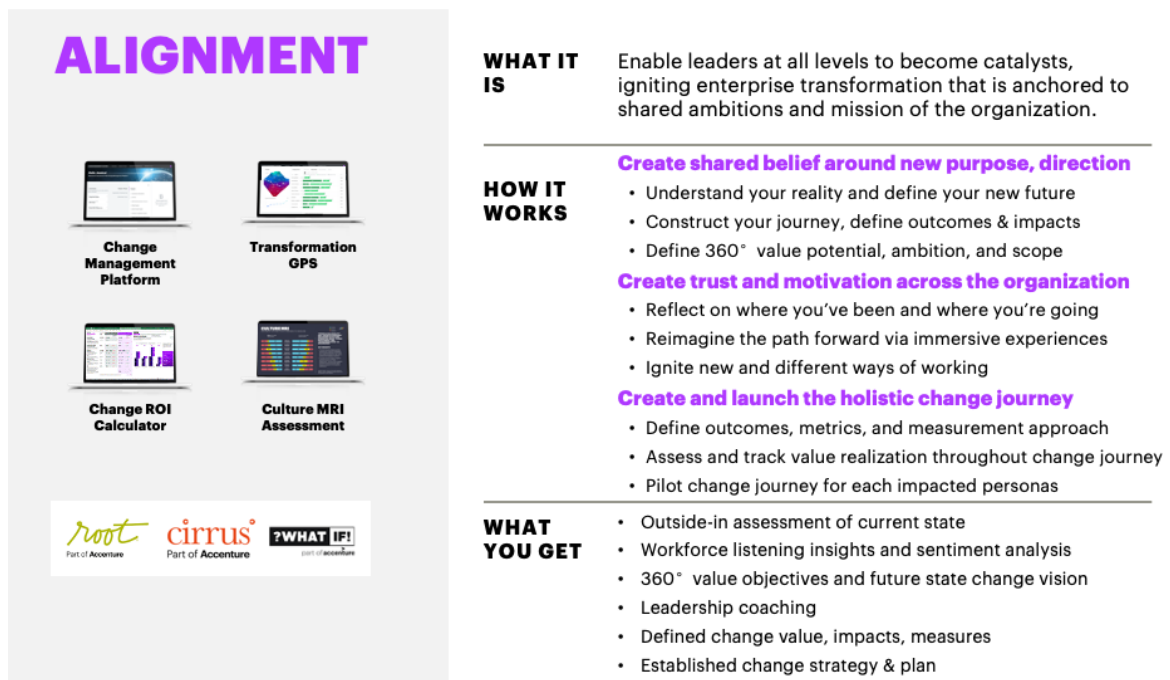
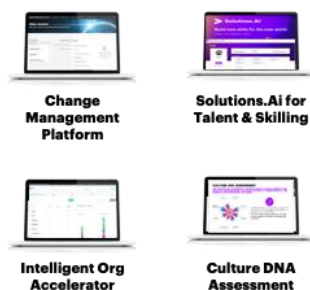


Figure 7: Accenture Alignment

ABILITY

WHAT IT MEANS

Reimagine the structure, talent, skills, and behaviors needed across the enterprise for the transformation



HOW IT WORKS

Create the structure and design needed for change

- Translate change vision into op model strategy & design
- Co-create and align around the blueprint for desired state
- Measure team effectiveness and track value realization

Create the desired culture, behaviors, mindsets

- Assess current state and define target state
- Build effective teaming through psychological safety

Create the talent strategy needed for change

- Translate change vision into talent strategy
- Assess current talent gaps against future talent needs
- Carry out targeted change strategy per each impacted persona

WHAT YOU GET

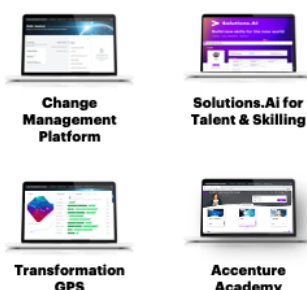
- Desired culture and values of future org
- Effective teaming strategy and performance coaching
- Mapped behavioral change journeys per impacted persona
- Prioritized future roles and skills taxonomy, role architecture, career pathways and upskilling approach

Figure 8: Accenture Ability

ADOPTION

WHAT IT MEANS

Activate the mindsets, behaviors, skills, and ways of working to create long-lasting and valuable change



HOW IT WORKS

Create agility through learning and coaching

- Define & deliver learning & coaching strategy
- Utilize iterative experiential learning & coaching solutions
- Measure learning ROI with analytics

Create an engaged, informed workforce

- Design engagement activation, communications, employee listening approach
- Accelerate change by using nudges and leveraging change network for the target audience

Create lasting, scalable change

- Define and measure business readiness; and track and share adoption metrics
- Sustain adoption through behavioral interventions, continuous leadership communications, and workforce feedback
- Establish change center of excellence

WHAT YOU GET

- Learning experience strategy & roadmap
- Change Network activation plan
- Innovative and impactful communication delivery methods
- Experimentation through targeted pilots
- Continuous feedback loops to refine change activities

Figure 9: Accenture Modern Change Components

4.0 Pricing

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

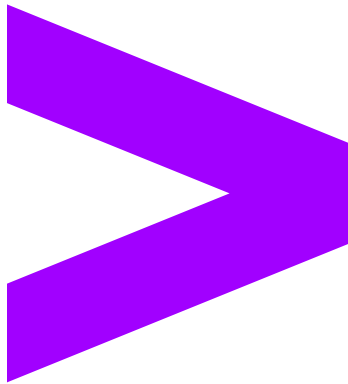
5.0 **Contacts**

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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



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