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Organisation Design RFQ

Accenture Response
April 11th 2022

ASIC
Australian Securities & Investments Commission

accenture

ACCENTURE DETAILS AND INFORMATION

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Name and Address

Seller Name	Accenture Australia Pty Ltd
Trading Name (if different)	Accenture Australia Pty Ltd
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Title	Senior Client Executive
s 47F [redacted]	
[redacted]	

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Executive Summary

ENSURING A VALUE CENTRIC ORGANISATION

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Teamwork underpins everything

Accenture's purpose is to "deliver on the promise of technology and human ingenuity" – that means to unleash creativity, inventiveness and limitless imagination. We believe this is the magic that brings people to an organisation and will help them ensure that their values underpin everything they do.

We admire ASIC's values and share similar views that teamwork underpins everything we do. We are committed to putting this at the core of our engagement with you.

Meeting your future challenges

We understand that with increasing and changing government and public expectations on the role of ASIC means that you need be on the front foot and optimally design your organisation to be able to meet your future challenges.

An aggressive digital transformation and ambitious business agendas will only be achieved if you have the right people and the right organisation structure to drive your strategic goals.

Accenture has significant experience in organisation design to arm our clients with capabilities to manage employees and services effectively and adapt to future changes by applying key characteristics of 'best places to work'.

We have helped clients to design their organisations, teams and jobs to support the operating model and delivery to employees.

For this engagement, we are committed to leveraging our expertise, knowledge and assets to identify employees' future skills and behaviour and enable ASIC leadership to make swift decisions, maintain business continuity and to quickly stabilise the organisation.

Being a trusted and committed partner

We have worked with Federal Government agencies for over 30 years. We have demonstrated our commitment to rapidly deliver on agency and public interest priorities.

Accenture is committed to helping you with organisation design ambitions to enable employee aspirations, mitigate employee hesitation. This will create the foundation to reach your short and long term strategic goals. We would welcome the opportunity to work with to drive your organisational and functional needs.

Edmund Gardner
Client Account Lead

Laura Lambert
Talent & Organisation Lead

Delivering the future

Thank you for the invitation to present our capabilities and commitments to you. We believe the three things that make Accenture truly different and valuable to help ASIC review your organisation design will be:

We bring capabilities to shape, lead and deliver organisational fitness

Our Talent & Organisation capabilities span across all enterprise needs. We have a comprehensive set of offerings including:

- Employee Experience
- Culture
- Operating model & organisation design
- Change Management & Communications
- Leadership & Talent
- HR Functional Integration

We understand the scope of this RFP is to help ASIC review your organisation design, but we will bring our whole spectrum of organisational fitness expertise to add value to this engagement.

We appreciate the increasing complexity ASIC faces with digital transformation and pressures around these expectations. We design what we know can be implemented and strongly believe in the importance of ensuring your workforce and associated organisation design is optimally set up to for the future.

We offer deep expertise to drive pathways to value

The integrated nature of our business improves consulting outcomes for our clients. Our proposed senior resources bring recent experience at federal agencies and are aware of legislative, policy and regulatory changes and how an agency needs to be organised to meet expectations and deliver on government commitments.

Our proposed approach aims to consider the wholistic needs of ASIC which means you will invest once for multiple yields.

We partner with you

Our consistent approach to knowledge transfer embeds capability within our clients to execute from within, with less reliance on external support into the future.

Our value-led approach will track the value we deliver to ASIC and our strong purpose and cultural alignment with you will ensure we champion collective potential and stewardship.

We believe that working in partnership provides the most sustainable change for you and it is an integral part of how we work.

OUR UNDERSTANDING

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Optimising your Organisation Design to align to the Business Strategy

Determining the implications of the new roles within the Executive Leadership team since 2008

Impacts on responsibilities and accountabilities on roles at other levels

Aggressive Digital Transformation agenda

Increasing and changing government and public expectation

Increased focus on budget management

Optimising for future challenges

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Approach

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INPUTS AND ASSUMPTIONS

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The inputs required and the assumptions taken are to ensure a successful project

Inputs

- ASIC to provide building access should Accenture be needed to work or attend meetings onsite
- ASIC to provide laptops if needed, otherwise Accenture laptops will be used
- ASIC to provision Accenture's access to their systems and data prior to commencement of the project
- Relevant ASIC stakeholders will be available for project meetings, workshops and discussions, including Steering Committee and Discovery Workshops
- ASIC Program Lead to engage with project team regularly including but not limited to weekly review meetings with Accenture
- ASIC to provide most recent business strategy and vision, current organisation design, capabilities and accountabilities during Part 1 – Organisational Level
- ASIC to provide detailed organisational data for identified functions during Part 2 – Functional Level

Assumptions

- Accenture shall implement a temporary remote work solution wherein the Accenture Personnel performing services under this Proposal / SOW will work remotely using Accenture provided laptops.
- Any delays caused by prolonged deliberation in business decisions, postponement of meetings of the project steering committee, delayed provision of inputs and sign-offs that cause an extension in delivery timelines may result in additional billing of fee and expenses to ASIC, commensurate with the number of resources required to be extended to support the delay.

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Our Methodology

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Timeline

PROPOSED TIMELINE

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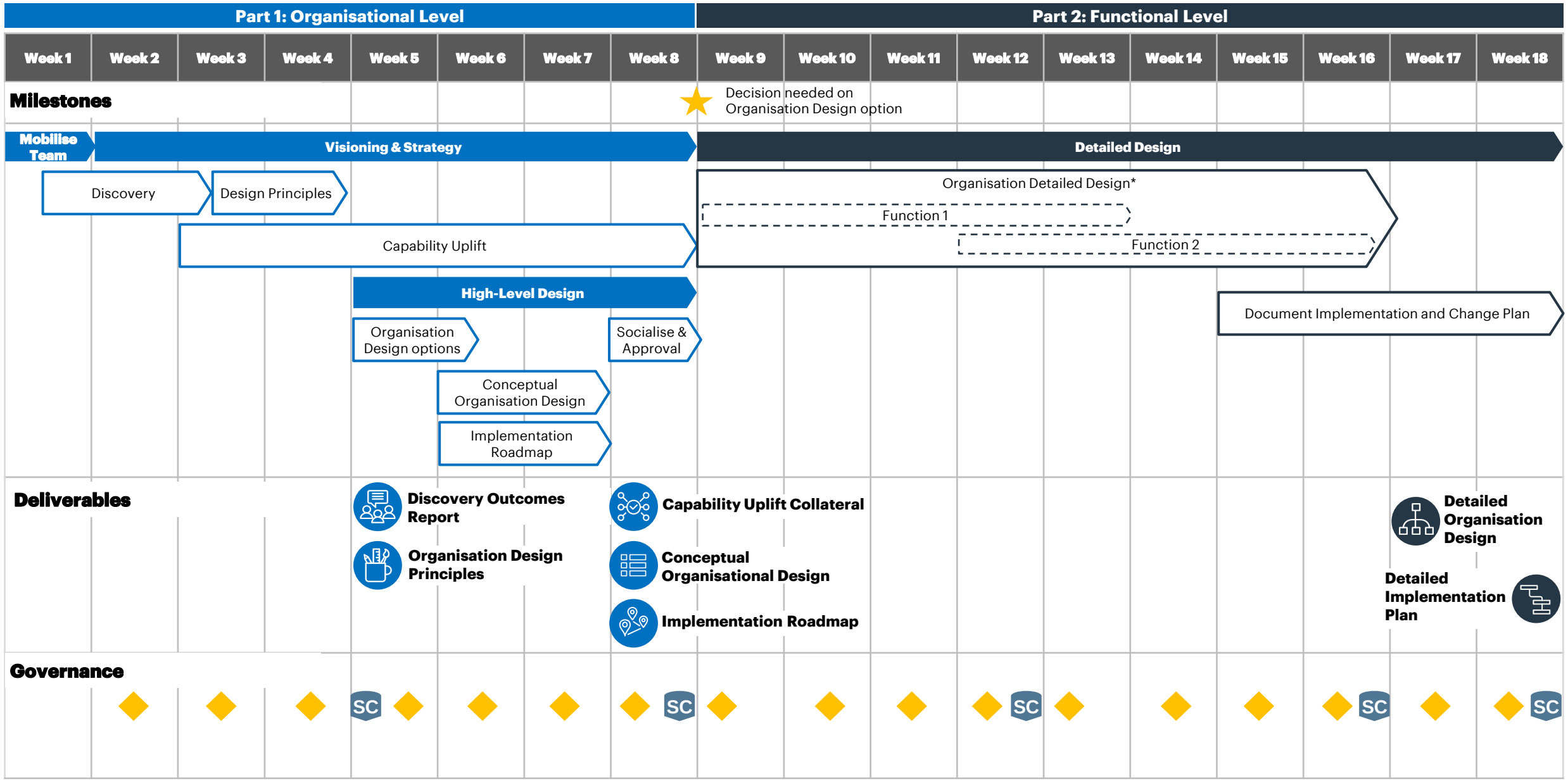
Key:
- Part 1 Project Activities
- Part 2 Project Activities
- SC Steering Committee meetings
- Weekly meetings with Program Lead



Note *: Detailed Organisation design is for 2 functions of up to 200 employees each subject to function selection by ASIC

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Our Team

OUR PROPOSED TEAM

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Our organisation design experts will work with your leaders to define the 'best' structure to meet ASIC's future challenges

Core Delivery Team

Accenture Team

- Engagement Lead (P/T)
- Organisation Design Lead
- Organisation Design Support
- Organisation Design Support

Cross-collaboration

ASIC Team

- ASIC Sponsor
- ASIC Program Lead
- ASIC Function Leads
- People & Development Team

Accenture SMA's

- Organisation Design SMA
- Financial Services Operating Model SMA
- Risk SMA
- Government Transformation Expert
- Regulatory & Public Service SMA
- Digital Transformation SMA

Note: Current team size has been shown for the 18 week engagement.

Accenture Resource **ASIC Resource**

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Commercials

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LEGAL DISCLAIMER

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Accenture is pleased to submit this proposal to Australian Securities & Investments Commission (ASIC) and looks forward to discussing it further. The information, material and ideas contained herein are to be used exclusively to evaluate the capabilities of Accenture to provide assistance to Australian Securities & Investments Commission (ASIC). This Proposal is being supplied with the understanding and expectation that Australian Securities & Investments Commission (ASIC) will keep it confidential. This proposal is an initial response for informational purposes only, is not meant to constitute a formal offer, acceptance, or contract by Accenture, and is subject to final agreement between the Parties.

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Accenture interprets the following words and phrases used in the solicitation and this proposal in the manner indicated: “maximise,” “optimise,” and “optimal” mean to improve to a commercially reasonable degree; “minimise” means to reduce to a commercially reasonable degree; “best” means leading or of a high standard; “partner” and “partnerships” do not mean a legal partnership, but rather a collaborative relationship; “right,” where used as an adjective, means appropriate; and “ensure” and “enable” mean to use commercially reasonable efforts to implement.

This document was prepared on the instructions and information given by Australian Securities & Investments Commision (ASIC) and, accordingly, no responsibility is accepted for any inaccuracy or error or any action taken or not taken in reliance on this document.

These limitations are not in any way intended to restrict continuing business discussions between Australian Securities & Investments Commission (ASIC) and Accenture.

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About Accenture

BY THE NUMBERS

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PEOPLE

27,000+

talent and HR professionals with deep strategy, consulting, technology and operations capabilities

CLIENTS

1,200+

Served globally by our Talent & Organisation practice, across all industries that Accenture covers and **600+ in the G2000**

INDUSTRY ANALYSTS

Market Leader

by HFS Research and IDC for Digital Workplace; HFS for Employee Experience Services and Digital Change Management; and Forrester for Digital Business Transformation

ACCENTURE ACADEMY

2000+

assets & experiences to drive change by building targeted skills, equipping workforces to navigate change, and supporting transformational journeys

MARKETING

Speaking

at **conferences and events**, such as COP26, The Aspen Institute, G100, NY Times Dealbook Summit, National Academy of HR, Criticaleye

RESEARCH

Data Insights

on human resilience, future of work, human + machine (digital fluency, cloud change), organisation DNA, trust and leadership, employee experience and future of HR

INNOVATION TO OPERATIONS

GLOBAL NETWORK OF

Innovation Centers

specialising in an **interactive, immersive client experience** to drive breakthrough thinking on talent and HR issues

Strategic Partner

for **SAP, Workday, Microsoft, Oracle** and **Salesforce** with dedicated Centers of Excellence; one of the largest implementors of Workday

100+

Talent & HR Operations clients

with **5 Million people served** through specialised delivery centers in Bangalore, Bucarest, Dalian, Mumbai, Praga and San Antonio

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WE CONTINUE TO INVEST IN CAPABILITIES AND SERVICES FOR THE FUTURE

Recent acquisitions

Cirrus joined Accenture in 2021 – strengthening our capability in development and coaching for leaders seeking business transformation. Cirrus blends leadership, talent, and engagement expertise to assess and develop leaders — creating behavioural change and implementing agile ways of working to unlock their potential. Cirrus has a proven track record of delivering business impact through bespoke leadership and team development solutions run via virtual, face-to-face and digital channels.

Our clients look to us for guidance and innovation alongside them in their transformation journeys, especially during times of change. With Cirrus we can deliver leadership and talent development programs to serve them at a greater pace and scale. Cirrus's digital learning capabilities help our clients transform and reinvent our clients' executives and broader teams in innovative ways.

Future State joined Accenture in 2021 to add highly specialised focus on agile business transformation. Future State makes ideas and innovation real for clients through expert planning, intuitive communication, team coaching and empathy. This innovative approach supports bringing organisation designs and target operating models to life. Our clients are changing the world, and innovation doesn't happen using standard models, nor does it happen by standing still. Future State helps our clients to enables us to unleash the unique talents of their employees to pursue their extraordinary visions that aim to positively impact the world.

Kates Kesler joined Accenture in 2020 and they specialise in organisation design. They work with clients on people experience, organisation, leadership & culture, work & workforce, digital core, business & change agility, intelligent Operating Model and Living Systems. Their most recent book, **Bridging Organisation Design and Performance**, guides CEOs in activating their operating models. Their specialists help our clients build internal capability, including through executive education programs with leading universities globally.

cirrus — Design scalable experiences that help leaders and organisations become more agile and customer focused

FUTURE STATE — Change management with specialised expertise focused on agile business transformation

KatesKesler Organization Consulting — High-engagement approach to designing and activating new organisation models

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Case Studies

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FUTURE ORGANISATION DETAILED DESIGN AND IMPLEMENTATION SUPPORT FOR GOVERNMENT REVENUE DEPARTMENT

Client

Our client embarked on a journey to transform the organisation as a modern revenue agency and world-class public service for New Zealand.

As part of the journey, they undertook a major organisation-wide business transformation program, renewing their legacy systems, processes, policy and organisation.

Within the overall program, Accenture supported the development of the future state organisation design blueprint and support the implementation planning and roll-out.

Ultimately to help modernise the client and create new ways of working that better leverage the future business solution that will be implemented.

How Accenture Helped

Accenture partnered with business representatives to co-create a transformational future organisation. Accenture then developed the implementation roadmap using research of innovative organisation thinking, comparisons with leading contemporaries, and insight into customer and people experiences. This process created a holistic design that transformed the ways of working within the organisation.

The transformation was led by the executives in a vision-led top-down approach. Leadership supported and engaged with the core activities of the implementation plan which created a positive attitude towards the transformation. This approach was followed by a practical bottom-up design that detailed the specific changes that were going to be implemented at a functional level. The combination in approaches ensured that individuals, as well as the whole organisation were prepared for the transformation.

Importantly, the design was implemented in mature sprints that were adapted based on feedback and the challenges experienced. This allowed the implementation to be responsive to the changing environment and pragmatic in its implementation. This approached increased user up-take and reduced complacency within the transformation.

Outcomes Delivered

Accenture modernised the ways of working of the organisation by renewing their legacy systems, processes, policy and organisation. To achieved this Accenture developed:

- Guiding principles that translated the organisation's vision into a detailed implementation plan.
- The future state organisation blueprint that identified the six key shifts required to modernise the organisation.
- A roadmap of the transition horizons that detailed the implementation phases to achieve the future state organisation.
- A detailed organisation design that established the organisation as customer centric, intelligence led and agile.
- They implemented the key organisation shifts identified in the future state organisation blueprint.
- The implantation Roadmap and support that ensured the alignment of design intent and the trade-offs required.

Ultimately, Accenture modernise the organisation and created new ways of working that better leverage the business solution implemented.

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GLOBAL BIOTECHNOLOGY COMPANY – ENABLING FUNCTION TRANSFORMATION

Client

Our client is an Australian multi-national biotechnology company that embarked on an Enabling Functions transformation journey. Their transformation's core objective was to uplift capability and deliver scalable services which was to be enabled through driving innovation, digitisation of services and process optimisation. The Enabling Functions included Finance, Procurement, HR, Technology, Comms, Legal and Risk.

How Accenture Helped

Accenture co-develop a scalable operating model that brought together the core capabilities of each enabling function within the organisation. The operating model also improved efficiencies by sharing the services used within each enabling function.

Accenture enhanced the organisations business partnering capabilities by strategically redesigning the legacy systems previously used within the organisation. The new strategic design created a Centre of Excellence which then improved business decisions, created new capabilities and reduced inefficiencies.

Outcomes Delivered

Accenture identified the key digital optimisation projects that were required in the organisation's transformational change. The organisation would then prioritse each project based on the impact it would deliver. This collaborative approach ensured the organistion's leadership were actively involved in the transformation.

Accenture then developed a roadmap that identified future opportunities that the organisation should consider implementing. Accenture also created a stakeholder engagement plan that clearly outlined why the changes were occurring, what changes would be implemented, how the changes will be implemented and the impact it will have on each stakeholder. A communication plan was then created to effectively express these changes to stakeholders. The communication plan ensured the organisation kept its commitment of transparency and respect to the individuals affect by the changes – this approach minimised risk to retention and engagement.
As a result, the client was able to support impacted employees and teams to pivot to the new operating model to support workforce transition.

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CREATING AN INTEGRATED BUSINESS REGISTRATION SERVICE TO ENRICH AUSTRALIAN BUSINESSES

Client

The ATO embarked on a digital business transformation to improve the compliance of businesses in Australia.

The objective of this transformation was to establish the new Australian Business Registry Service (ABRS) and to streamline how to register, view and maintain business information with government.

The program aimed to make it easier for businesses to meet registration obligations, improve the efficiency of the registry service transactions, and to make business information more trusted and valuable.

The ATO's vision was to be the custodian of trusted business information and a world class provider of associated services used by business, governments and communities to unlock economic and social value for Australia.

How Accenture Helped

Accenture was chosen as the Delivery Partner for the Modernising Business Registers Program. Alongside implementing the end-to-end solution for the new registry technology platform, we worked with the ATO to understand their dual operating needs – to successfully optimise and transform the core registry business and to innovate and connect new services as part of a broader services landscape.

Prior to being selected as the Delivery Partner for the Modernising Business Programs, Accenture also worked with the ATO on the high-level design phase of the Modernising Business Registers.

After commencing the delivery of the MBR Program, Accenture worked with ATO Leadership to define what, who and how of CBRS capabilities and identified the capabilities critical to achieving the vision for their Target Operating Model.

Outcomes Delivered

Accenture translated the ATO's vision into guiding principles to design the Target Operating Model. These principles enabled the design of a customer-centred, dual-focused operating model that will achieve the ATO's goal of creating a smooth and seamless registry experience through connected capabilities and service delivery, ongoing innovation and ecosystem-level collaboration. Accenture assessed CBRS capabilities and provided a view of the target state to inform:

- The blueprint for required capabilities and the key relationships between functions, processes, and structures
- Prioritisation and focus areas for investment into capabilities that will deliver the greatest benefits
- Organisation of capabilities into a formal organisation structure, defining responsibility / ownership of functions and capabilities
- The organisation behaviours to be encouraged as well as the enabling technologies and digital capabilities

We identified required capabilities and described them as they transition through the multiple phases to achieve the Target State – from two organisations through to transition state after the Machinery of Government co-delivery and the target state and desired future state.

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Thank you