



State of Maine

eProcurement Solutions and Services

Section II – Organization Qualifications and
Experience (File #2)

RFP 202102021
August 4, 2021

 **accenture**

State of Maine

eProcurement Solutions and Services

Section II – Organization Qualifications and Experience
(File #2)

RFP 202102021

August 4, 2021

SUBMITTED TO:

Client Name: State of Maine

Department of Administrative and Financial
Services

Division of Procurement Services

Contact Name: Chad Lewis

Title: Procurement Planning Manager

Email Address 1: Chad.Lewis@maine.gov

Email Address 2: Proposals@maine.gov

SUBMITTED BY:

Accenture

Contact Name: Daniel Dennison

Title: North America Lead for Public Sector
Integrated Spend Management

Phone Number: +1 703-855-1170

Email Address: daniel.dennison@accenture.com

Legal Disclaimer

Accenture's response is submitted in response to the Department's Request for Proposal # 202102021. Accenture is submitting this proposal with the express understanding and condition that the Department and Accenture will have an opportunity to work together in a spirit of cooperation to discuss, clarify and agree upon the specific scope of services, responsibilities between the parties, assumptions, and contract terms applicable to the proposed services. Specifically, if selected, Accenture looks forward to negotiating a mutually acceptable agreement with the Department based upon these terms, subject to obtaining greater clarity and mutual agreement on the terms of the standard terms and conditions as they will apply specifically to this scope of work. Accenture looks forward to the Department considering the inclusion of discreet modified terms and conditions including, for example and without limitation, specific terms associated with limitation of liability. Nothing in this document shall form the basis for any contract, and nothing contained in this document will be binding against Accenture unless expressly agreed to by Accenture under a formal contract. All representations and warranties, whether express or implied by statute, law, or otherwise, are hereby excluded.

Accenture interprets the following words and phrases used in the solicitation and this proposal in the manner indicated: "maximize," "optimize," and "optimal" mean to improve to a commercially reasonable degree; "minimize" 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 the Department 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 the Department and Accenture.

Contents

1. Overview of the Organization	1
2. Previous Projects	18
2.1 Reference: State Government P2O Transformation - State of North Carolina .	19
2.2 Reference: State of California	20
2.3 Reference - Regulated Industry P2O Transformation	21
2.4 Case Study - Government of Alberta	22
2.5 Case Study - State of Florida	23
3. Subcontractors	25
4. Organizational Chart	26
4.1 Key roles and responsibilities of team:	28
5. Litigation	36
6. Financial Viability	37

1. Overview of the Organization

Present a brief statement of qualifications. Describe the history of the Bidder's organization, especially regarding skills pertinent to the specific work required by the RFP and any special or unique characteristics of the organization which would make it especially qualified to perform the required work activities.

Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. Accenture has extensive experience and expertise in providing eProcurement services. We have been an industry leader in providing eProcurement services to our clients for more than 20 years. And in doing so, Accenture helps our clients elevate the role and impact of eProcurement within these organizations.

Our Procurement practice is supported by more than 15,000 procurement resources across the globe, and we are the #1 largest SAP eProcurement services provider—through a mix of project-based services and long-term service arrangements.

From the much broader perspective, including Procurement, Sourcing, and Supply Chain projects, more than 42,000 sourcing projects are executed annually.

Fast Facts

- 20+ years of eProcurement experience
- 15,000+ eProcurement professionals
- #1 largest SAP eProcurement services provider
- 537,000+ people serving clients in more than 120 countries
- Within the last five years, Accenture has supported more than 100 clients in our SAP Ariba practice alone. This includes eProcurement system integration projects as well as our eProcurement managed services relationships.

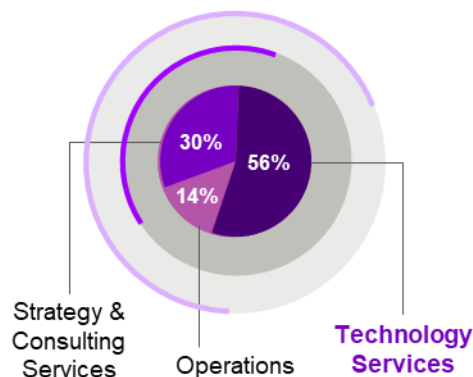
SME EPR 21.0001

Accenture Overview and History

Accenture's history has been more than 60 years in the making. Continuous innovation and rapid transformation have been themes throughout Accenture's history, which the company traces to the 1950s with the installation of the first computer system for commercial use in the United States at General Electric's Appliance Park facility. We built our reputation primarily as a technology consultant and systems

Size of Our Business

Our Revenues \$44.3B



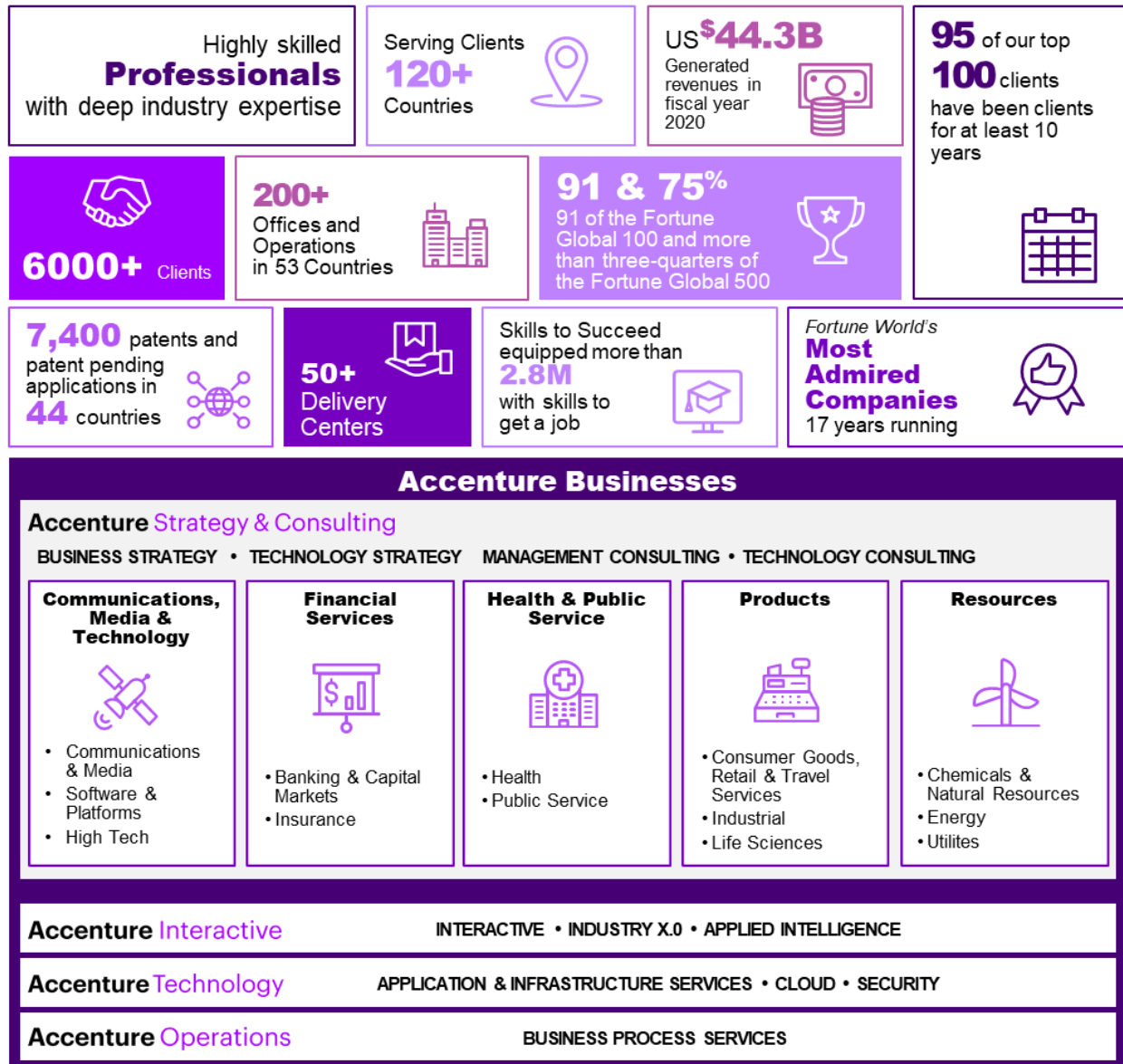
SME EPR 21.0002

integrator. In 1981, our organization formally became Andersen Consulting, offering a new breed of business integration solutions to clients—solutions that aligned organizations' technologies, processes, and people with their strategies. The company was renamed Accenture in 2001 and we became a public company with shares traded on the New York Stock Exchange under the symbol ACN.

Today, Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy and consulting, interactive, technology, and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest

delivery network. As illustrated in Figure 1, Accenture—through our skilled workforce, global presence, and industry-leading status—is driving innovation to improve the way the world works and lives.

Accenture provides an end-to-end set of application services—including architecture, design, development, testing, maintenance, modernization, and renewal—to help our clients achieve cost efficiencies, continuous optimization, and ongoing innovations within their application portfolio. Our application outsourcing services are an enabler to business consistency, value, and digital transformation. We partner with our clients to manage and migrate their existing systems and capture the savings from a more efficient legacy estate to fund the investments required for a digital future.



SME EPR 21.0003

Figure 1. We bring demonstrated capabilities and leadership to support the Department/ Participating Entities.

Accenture Technology is responsible for Accenture's growth and success across our technology business, cost-competitive delivery through the Global Delivery Network (GDN) and support for emerging technology areas, technology innovation, ecosystems, and Accenture Software.

A **global leader** in technology innovation
Including #1 in artificial intelligence and automation

SME EPR 21.0011



Industry Analysts – Gartner, IDC, Forrester – have ranked us a “leader” in:

Application management and application implementation services for SAP, for Oracle, for Microsoft and for Salesforce

Software Test Automation
Application Outsourcing
Cloud
IT Consulting

Information Security Consulting
Systems Integration

SME EPR 21.0012

Figure 2. Accenture is a leading Systems Integrator

Technology Services includes our **Application Services spanning systems integration and application outsourcing** and covers the full application lifecycle, from custom systems to all emerging technologies, across every leading technology platform (both traditional and cloud/software-as-a-service based). It also encompasses our portfolio of products and intelligent platforms and services, as well as our Advanced Technology Centers. Technology Innovation and Ecosystems harnesses innovation through research and development activities in the Accenture Labs and through emerging technologies. We also develop and manage our alliance relationships across a broad range of technology providers.

End-to-end Application Services

	Intelligent Platforms	Enterprise: SAP Oracle Microsoft
	Cloud First	SAP Ariba Salesforce Workday
	Technology Innovation and Ecosystem	Alliance relationships: Amazon Web Services, Apple, Google, Microsoft, Oracle, Pegasystems, Salesforce, SAP, Workday and many others
	Lifecycle	Agile Transformation/DevOps Software Engineering Liquid Application Management Testing/Digital Testing Automation Engineering Architecture Capacity Services Program, Project and Service Management Data Management
	Differentiated Delivery	Innovation and Creativity Business Outcomes Seamless Execution Automation Everywhere Global Reach Top Talent

SME EPR 21.0013

Figure 3. Our innovation-led approach for end-to-end Application Services helps our clients to reinvent their enterprise application portfolio by making use of emerging technology and building with speed and agility.

We can build, manage, and support applications of all types and in any combination—every leading technology platform as well as custom systems and emerging platforms. We can accommodate any number of applications: a single critical application, a group of related applications, or an entire portfolio. We can also bundle application outsourcing with systems development, with infrastructure outsourcing, and with a variety of BPO capabilities.

Accenture experience with Public Sector clients

Accenture works with hundreds of governments and public sector clients in the U.S. and abroad. Our clients are facing increased demands from citizens, residents, and businesses. We have helped them transform – new organization structures, new processes, new technologies, new ways of working – to meet these increased demands.

Accenture's Health & Public Service (H&PS) industry combines Accenture's capabilities, experience, and research-based insights to support public service and health care organizations. This includes federal, state, and local governments; nonprofits; and higher education institutions. We help our clients become more efficient, transparent, accessible, and responsive in providing services to citizens.

With close to 30,000 H&PS practitioners, we have successfully tested and implemented health and public service solutions in most states within the U.S., as well as in 37 countries. As a result, we understand the unique challenges that states face and have a verifiable track record of working with departments and agencies to overcome those challenges. Figure 5 provides a few fast facts about our recent accomplishments working with our U.S. public sector clients.

Accenture Confidential section starts



Figure 4. Accenture has a history of working with public entity clients across various agencies.

Examples of our Public Sector Experience

	Public Administration	Accenture has implemented more state government ERP systems than all other vendors. We served as the prime contractor for 15 statewide implementations and numerous local government implementations including the City of New York, the City of Boston, the City of Seattle, and the City and County of San Francisco. At the State of Florida and North Carolina, we have implemented eProcurement platforms and run operations.
	Transportation	Accenture has successfully implemented ERP systems, including project costing and FHWA billing requirements, for DOTs in Wisconsin, Virginia, Texas, Connecticut, and Kansas.
	Corrections	Accenture has implemented offender management systems in North Carolina and Tennessee and has addressed the needs and requirements of Corrections departments in all of our statewide ERP implementations.
	Education	Accenture has worked with 80 institutions in education across 28 states to design and deploy successful strategies and technology solutions that improve efficiency and performance.
	Social Services	Accenture has successfully transformed health and human services (Integrated Eligibility, Medicaid, Child Support, and Child Welfare) in 30 states.
	Pensions	Accenture has delivered 30+ pensions and retirement projects in 17 states , including the California Public Employees' Retirement System (CalPERS)—one of the most complex system transformation projects within the public sector.
	Public Safety	Accenture teams with police departments to help them transform into the new era of policing. For example, Accenture has helped the Seattle Police Department build and deploy a new data analytics platform to support insight-led policing.

SME EPR 21.0005

Figure 5. Accenture has a track record of working with a variety of government agencies in developing, integrating, and operating business transformation and system implementation projects.

Key Canadian Practice clients include the Canadian Food Inspection Agency, Department of National Defence, Canada Post Corporation, Canada Mortgage & Housing Corporation, Province of New Brunswick, Agency, City of Ottawa, Employment & Social Development Canada, the Government of Alberta. For the **Government of Alberta**, Accenture deployed SAP Ariba on Demand in three phases while retiring more than 50 applications from operation with their functions integrated into the new ERP solution.

Although our clients span across the globe, Table 1 illustrates some of our sourcing and procurement experience working with leading government, educational, and public utility organizations located in the U.S.

SOURCING AND PROCUREMENT SERVICES REPRESENTATIVE CLIENTS

Public Service Agencies	• New York State • State of North Carolina • State of Texas • State of Florida • State of Ohio • State of California • Commonwealth of Pennsylvania • Commonwealth of Massachusetts	• U.S. Department of State • U.S. Department of Defense • U.S. Health and Human Service • Internal Revenue Service • Federal Bureau of Prisons • Army Corp of Engineers	• New York City • City of Chicago • Cook County
Higher Education and Public Schools	• University of California • Miami University of Ohio • Ohio State University • University System of Maryland	• University of Texas, Austin • State University of New York • University of Illinois System • University of Massachusetts	• New York City Department of Education • Philadelphia Public Schools
Public Utilities	• Washington Gas • Duke Energy • Dominion Resources • Baltimore Gas & Electric	• Pacific Gas and Light • American Water • Reliant Energy • Philadelphia Gas Works	• First Energy • Florida Gas • National Grid

Table 1. Accenture has provided consulting services to many large federal, state, local government organizations to help them transform their procurement functions.

Accenture Confidential section ends

What makes Accenture unique?

We are the world's largest procurement services firm with an unprecedented depth of industry knowledge that allows us to deliver proven and measurable results over and over again.



Accenture is well-positioned to be the system integrator of choice. The development of a cloud eProcurement solution will enable new capabilities to meet the growing needs of the next generation. In this section, we will discuss several advantages in partnering with Accenture in this journey, as well as

several key differentiators that set us apart from our competition. We believe when all things are considered, we truly are unmatched in our ability to deliver services for Participating Entities.

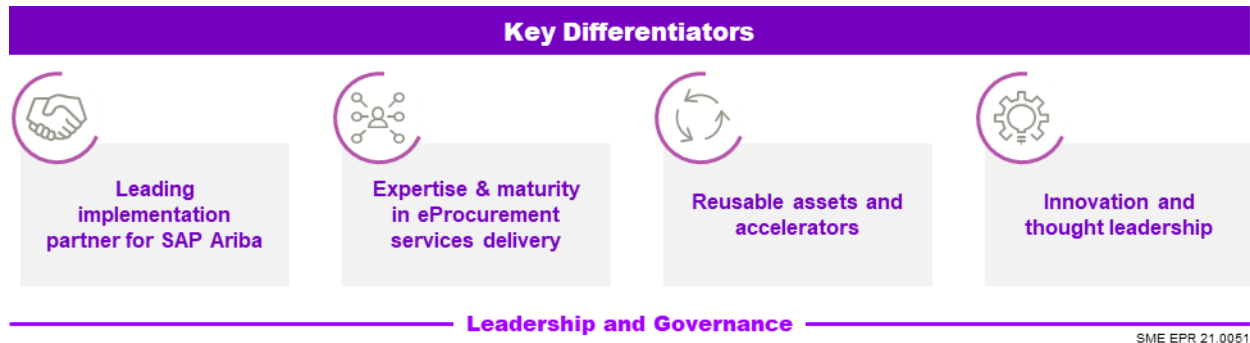


Figure 6. Key Differentiators.



1. We are the leading partner for SAP Ariba

Accenture is the largest independent technology services provider and the **#1 partner** of many industry leaders, including SAP, Microsoft, Oracle, Salesforce, Workday, Amazon Web Services, Microsoft Azure, and Google. We also have formal alliances with Coupa, Adobe, IBM, Kronos, Infor, and many other top vendors. We have certified and experienced practitioners in virtually every technology and application. We provide platform-specific experience and vendor-neutral end-to-end services.

We bring the best SAP Ariba capability with cost effectiveness by using our offshore delivery center capabilities.

Accenture - Partner of the Year – Intelligent Spend Management (Large Enterprise)

This award recognizes an SAP partner for its impact on the success of large enterprises through the Intelligent Spend Management initiative, which brings together SAP Ariba, SAP Concur, and SAP Fieldglass solutions in the area of spend management. It is awarded on the basis of technology innovation, market impact, and demonstration of customer impact.

SME EPR 21.0050

Accenture is uniquely positioned to deliver impactful change using SAP Ariba's sourcing and procurement technology.

Our unmatched experience, capabilities, thought leadership and strategic alliances have accelerated Accenture to the top of its class in the SAP Ariba Solutions Delivery space.

Accenture has over 40 years of relationship at the C-level with SAP. We have won over 90+ SAP Pinnacle awards since 2016. We are SAP's partner of choice on pioneering projects, early access to latest technology and trends.

We bring SAP Ariba skilled professionals with prior implementation experience. **We use Accenture Delivery Centers for cost effective delivery.** Figure 7 summarizes Accenture's capability in the SAP Ariba technology services.

Accenture Confidential section starts

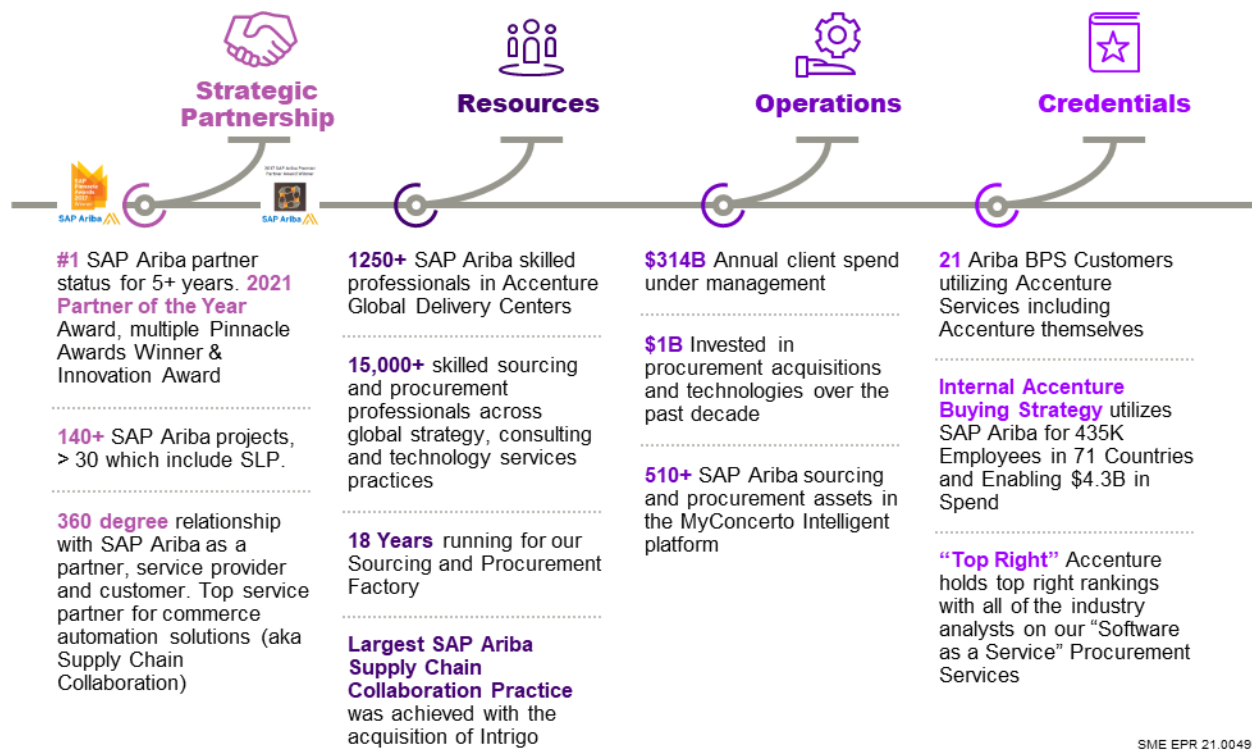


Figure 7. Our unmatched experience, capabilities, thought leadership and strategic alliances have accelerated Accenture to the top of its class in the SAP Ariba Solutions Delivery space.

Accenture has completed numerous full-suite applications for clients all ranging from simple single ERP integrations to over a 100+ ERPs (including newer modules like SLPs, Risks). In the table below, we have presented a snapshot of some of the implementations (worldwide). Our SAP Ariba projects have integrated to many different legacy systems. As an example, one of our recent public sector clients implemented SAP Ariba and integrated into over 100 ERP systems.

CREDENTIAL	ARIBA MODULES
US Federal Government Department	SAP Ariba Procurement
Large Healthcare Payer - Ariba S2P Transformation	Modules - SLP, Ariba Guided Buying, Ariba B&I Integration: SLP integration to MDG using CIG and SAG; Vertex Tax connector; Ariba Master data from S/4 using CIG and SAG security; Ariba PO/GR/INV/Remit to S/4 using CIG and SAG security
State government P2O Transformation	SAP Ariba Sourcing & Contracts, SAP Ariba on Demand Procure to Order (Buying), Ariba Guided Buying, Ariba Network Integration >100 ERP Systems – MuleSoft Middleware
Large Pharmacy and Health & Wellness Retailer	Ariba SLP, Sourcing, Contracts, Ariba on demand procure-to-order and contract compliance, Ariba Guided Buying Integration: Oracle AP using Ariba Integration Tool Kit; PeopleSoft AP using web service

National Railroad Passenger Corporation	SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing, SAP Ariba Integration
American Multinational Software Corporation	SAP Ariba Procurement, SAP Ariba Integration, SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing
American Multinational Energy Corporation	SAP Ariba Strategic Sourcing, SAP Ariba Spend Analysis, SAP Ariba Procurement, SAP Ariba Integration
European Multinational Aerospace and Defense Corporation	SAP Ariba Supplier Management, SAP Ariba Strategic Sourcing, SAP Ariba Spend Analysis, SAP Ariba Integration

Table 2. Sample clients indicating the different SAP Ariba system implementations and integration systems



“We have had a long track record of successful project delivery from Accenture. Stepping into this journey, we felt leveraging their industry and technology expertise put us in the best position to be successful.”

- Bryan Schatzman, Chief Information Officer, Sun Chemical.

Sun Chemical – Achieving purchasing excellence

Sun Chemical and Accenture implemented the cloud-based SAP Ariba Buying and Invoicing module. This solution includes newer features such as guided buying and spot buy. The solution also leverages many of the application programming interfaces available. Accenture leveraged its High Velocity accelerators (notably myConcerto assets such as a prepopulated business requirements workbook and a master data integration guide) in order to quickly educate Sun Chemical's employees on functionality available within SAP Ariba. Assistance was provided by the onshore team, who worked collaboratively with the offshore delivery center in Philippines as well as the application outsourcing teams.

Our own example: Accenture: Empowering Accenture's Procurement Process with AI

With 534,000 employees around the world, Accenture purchases a high volume of goods and services, amounting to nearly 200,000 purchase orders annually. Our global procurement organization, Procurement Plus, implemented and uses SAP Ariba's Guided Buying capability on SAP Ariba Buying and Invoicing software-as-a-service (SaaS) to optimize spend totaling more than \$4.5 billion dollars every year. Internally, Accenture branded the SAP Ariba product to Accenture BuyNow. Accenture also processes 1.1 million invoices annually through our accounts payable function.

Our SAP Ariba journey has delivered value by streamlining processes, making it easier for our employees to purchase from the right supplier at the right the price, reducing errors, and making contracted spend more accessible.

Accenture Confidential section ends



2. We bring deep specialized expertise and maturity in eProcurement functions

Accenture is the largest and most successful procurement **technology implementation partner**, recognized by clients and market analysts. We've delivered over 160 procurement cloud projects in collaboration with leading technology providers in the last 24 months. Accenture's procurement services are consistently ranked in the top tier by market analysts as highlighted in Figure 8.

Our eProcurement Story

- 20 years of experience and leadership in the Procurement industry
- 510+ clients across 40+ industries
- 33 regional delivery centers worldwide
- Processing 97+ million transactions and \$424+ billion payments annually
- 1,690+ category & sourcing specialists optimizing savings with insights from \$348+ billion of managed spend
- 124,620+ supplier contracts, and 42,150+ sourcing projects executed annually

2 SME EPR 21.0006

 IDC	 Forrester	 Gartner	 SAP	 Everest Group
Accenture is a leader in the IDC MarketScape:	Accenture is a leader in the Forrester Wave:	Accenture is a leader in the Gartner Magic Quadrant:	Accenture is Partner of the year - Pinnacle award winner	Accenture emerged as a Leader:
Leader for Worldwide SAP Next-Generation Implementation Services (2020)	Global SAP Services Providers, Q2 2020	SAP S/4Hana Application Services, Worldwide - 2020	Intelligent Spend Management, Integrated Delivery & Industry Innovation 2021	Procurement Outsourcing (PO) – PEAK Matrix and Star Performers - 2019

SME EPR 21.0007

Figure 8. Accenture's procurement services are consistently ranked in the top tier by market analysts.

Accenture thought leadership in Sourcing and Procurement: <https://www.accenture.com/us-en/service-high-velocity-sourcing-procurement-solution>



3. We bring reusable Assets and Accelerators

Innovation is a core part of what Accenture delivers. Our years of experience allows us to develop assets designed to efficiently deliver for our clients. Preconfigured industry and functional solutions allow us to integrate our best thinking under one umbrella, unifying what we do, what we know, and how we work with clients. As a leading system integrator, we bring experience implementing all major eProcurement platforms, reducing risk regardless of the eProcurement platform of choice. We have illustrated the assets that we have developed specific to SAP Ariba, accelerating Delivery at every phase in Figure 9 – our SAP Ariba Automation Blueprint with tools and assets for every phase of the deployment.

All assets and accelerators content is Accenture Confidential.

Accenture Confidential section starts

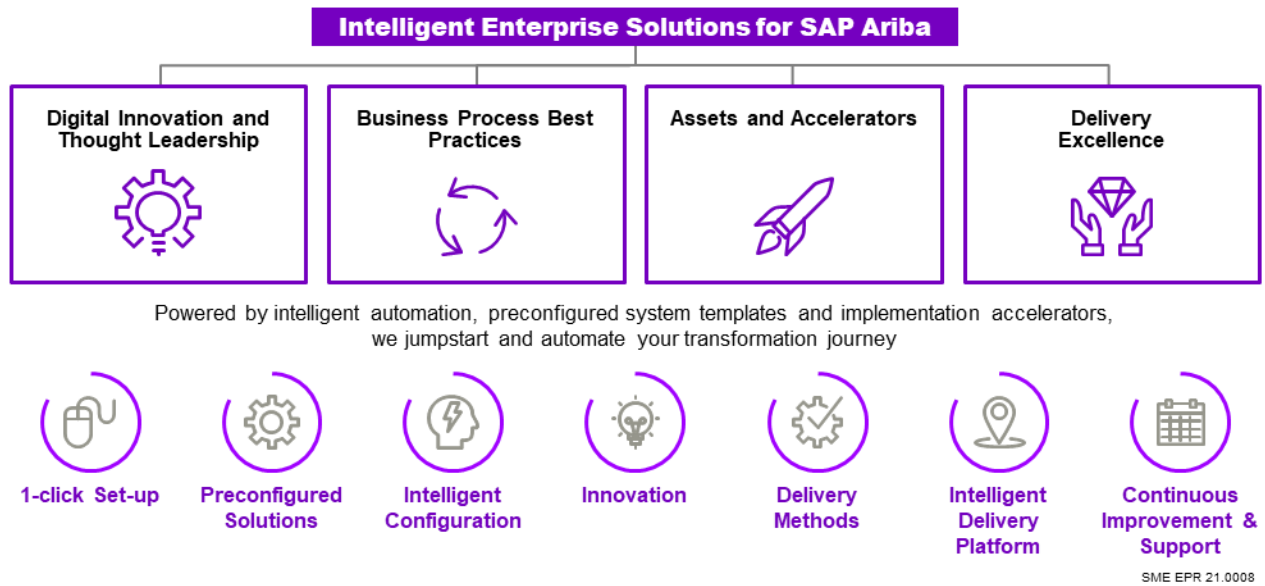


Figure 9. Jumpstarting your implementation journey through assets developed from implementing multiple eProcurement projects.

Figure 10 list some of the automation tools that help drive cost savings and reduce risk in delivery.

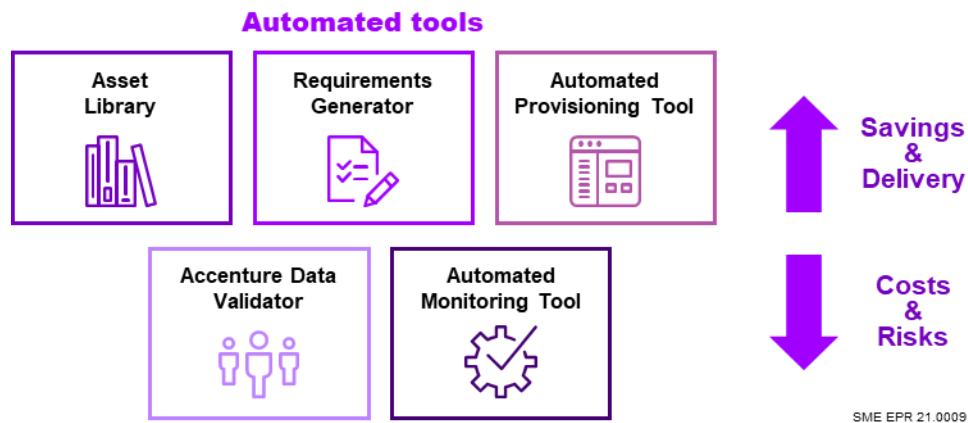
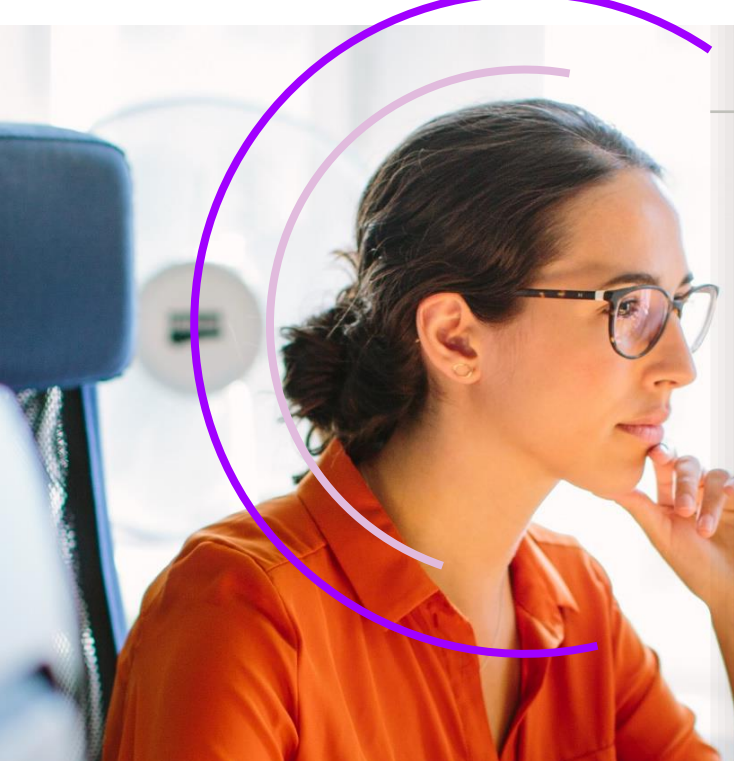


Figure 10. Intelligent Spend Management Innovations: Introducing Accenture's Intelligent Apps.



Accenture brings a collection of tools and assets to each Procurement project. Some of these tools help us hit the ground running, while others help us to be more comprehensive and develop deeper insights within a short timeframe.



4. We bring the practice of Innovation

Accenture has a network of innovation centers and innovation methods to support our client initiatives. Recognizing that not all of our clients can travel to our sites, we bring the innovation methods to our clients. Our innovation centers and methods allow us to rapidly apply our tools to conduct rapid ideation, create prototypes to turn ideas into commercial propositions, and keep a database of insights into the latest industry and technology trends that we can explore with the Department/ Participating Entities. Moreover, we have the experience and capabilities to speed your journey to the frontier of innovation. Figure 11 shows our U.S. based innovation centers that support SAP. Should the Department or any Participating Entity be interested, we can arrange a virtual tour of our Innovation Hubs.

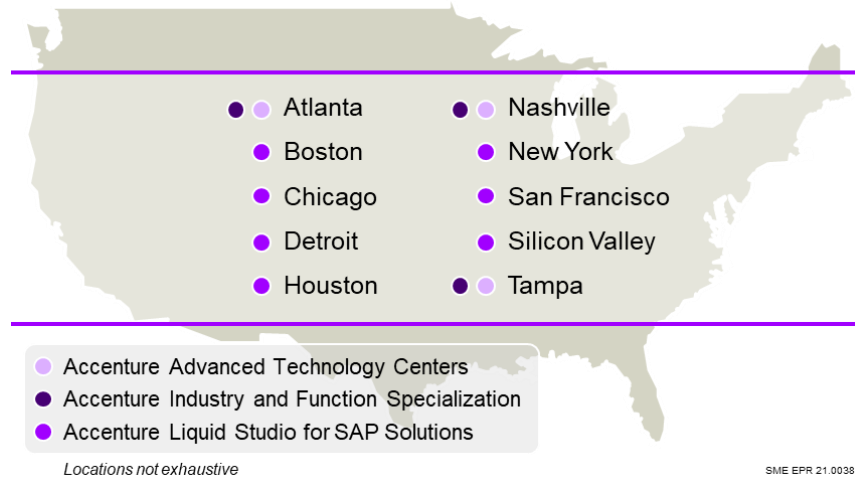
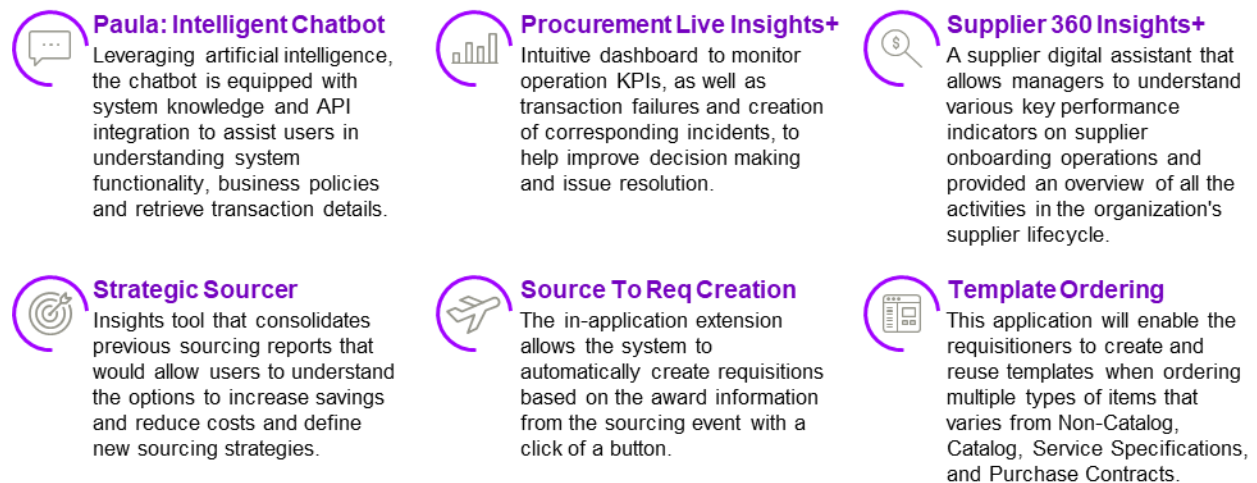


Figure 11. Global network of over 100 innovation and delivery hubs around the world, we apply industry expertise, diverse skill sets and next-generation technology to each business challenge.

SAP Ariba has opened up their ecosystem to trusted partners like Accenture to evolve the Ariba On Demand solution. For example, we are collaborating with them to develop intelligent applications to help clients get more out of their SAP Procurement implementation using leading technology, as shown in Figure 12. These intelligent tools can be purchased as needed.



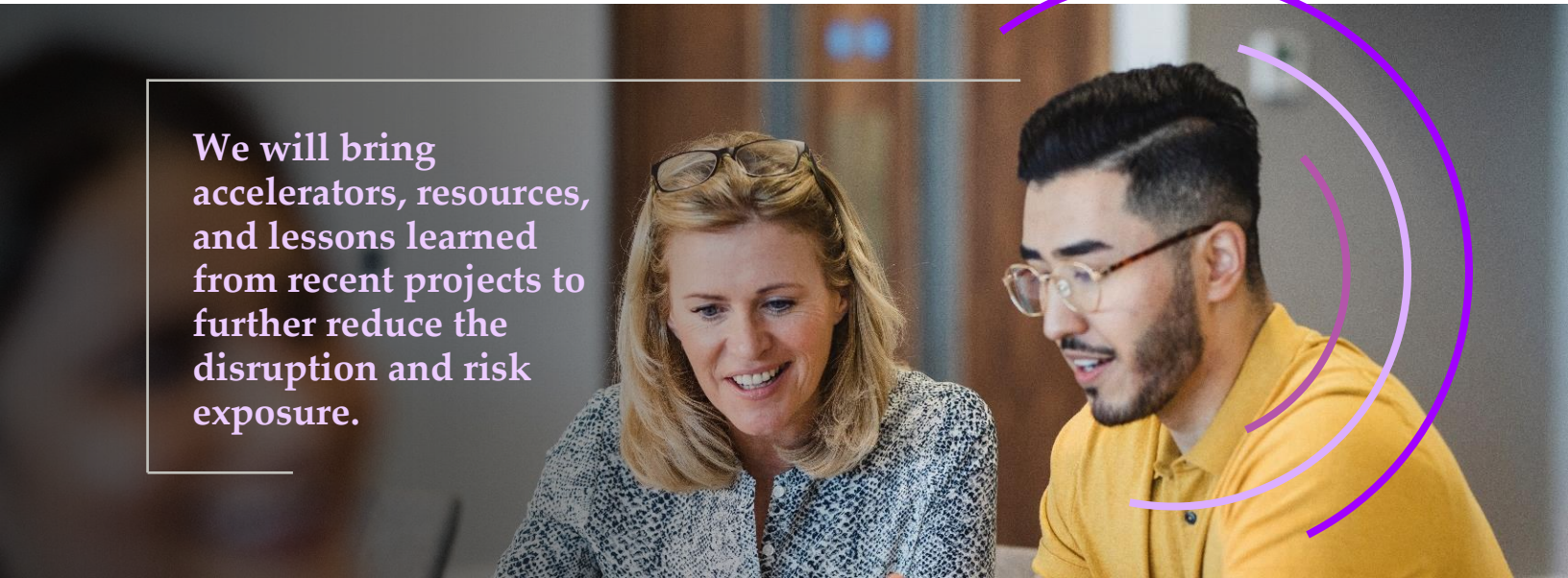
Roadmap of Upcoming Innovations

Reverse Catalog Syndication
A cloud application that will allow the Catalog Manager to manage subscriptions to be sent from SAP Ariba to an external system (such as S/4HANA).

Master Requisition with Fieldglass
Integrates Service Requisitions from SAP Ariba to SAP Fieldglass in order to consolidate workflows in just one procurement system for Purchasing Users.

SME EPR 21.0010

Figure 12. SAP Cloud Platform and SAP Ariba's Open APIs enable innovative, intelligent applications and extensions use technologies such as Analytics, RPA, Artificial Intelligence, and Machine Learning.



We will bring accelerators, resources, and lessons learned from recent projects to further reduce the disruption and risk exposure.



5. We bring Thought Leadership and Procurement Transformation capabilities

We have helped our clients carve out the right strategy and build a roadmap for public sector IT transformation. We have enabled users to adopt the new systems seamlessly by bringing in user-centric training methods. Right from Strategy, to assessment, creating a roadmap, project management to implementation through support, Accenture delivers value.

Should the Department/ Participating Entity need a partner to help in the end-to-end assessment, roadmap, design and transformation, Accenture would be your partner of choice. We have described our other capabilities in this space in File 3 Proposed Solutions and Services section G. Other available services.

6. Vendor Funded Models

Accenture pioneered Vendor Funded models for eProcurement programs in State Governments over twenty years ago. With over two decades of experience managing vendor funded models, our team can work with the State on how to analyze potential funding opportunities, determine fee structure & exceptions and put a billing system in place to collect the funds for the State. Over time, a vendor funded model can fully pay for the implementation, system licenses and support staff to operate an eProcurement and Strategic Sourcing system. Suppliers also benefit from being able to interact with the State in an electronic, collaborative, and fully transparent fashion.

Variations of a vendor funded model can be applied per the needs of the State. The basic approach to the vendor funded model requires suppliers to accept the State's Terms & Conditions as a pre-requisite to receiving purchase orders. Included in the terms, would be an acceptance of a fee percentage based on the type of commodity sold (potentially goods) through the eProcurement platform. Billing to suppliers

would be compiled monthly by the support team based on the purchase order or invoiced amounts. Support staff would be in place to conduct collections activities on behalf of the State.

The vendor's company information and terms acceptance would be maintained in a supplier portal, which would feed into both the eProcurement and billing systems. Suppliers accepting the State's Terms & Conditions would be eligible to receive purchase orders, spot buy opportunities and respond to formal Request for Proposals. Existing contracts would be updated, upon renewal, to allow for the fee-based language to be included, and formal contracts with suppliers could be converted into employee friendly catalogs to drive spend through the eProcurement system.



Client Example: MyFloridaMarketPlace project for The State of Florida, Department of Management Services

The project is self-funded, supported by a 1% fee paid by vendors doing business with the State. The fee funds the Division of State Purchasing operations, the Office of Supplier Diversity operations, other miscellaneous purchasing related functions and the MyFloridaMarketPlace Project. Revenue remaining after program funding returns to the State's Purchasing Oversight Operating Trust Fund.

2. Previous Projects

Provide a description of projects that occurred within the past five years which reflect experience and expertise needed in performing the functions described in the "Scope of Services" portion of the RFP. Each description is to include:

- a. Client Name
- b. Contact person
- c. Contact person's telephone number
- d. Contact person's email address



We bring a track record of successful eProcurement implementations and continuous innovation, helping our clients improve their performance and create lasting value across their organizations.

Our client references demonstrate the successful experience we have in **developing and implementing complex services** and solutions for our clients. The client references we included relate directly to our ability to perform successfully and address the goals in implementing and maintaining an eProcurement solution per the Scope of Services outlined in the RFP.

As the #1 SAP Ariba partner for the last five years, we have an unmatched ability to deliver SAP Ariba solutions to our clients. To show our experience in this space, we have included the State of North Carolina, Baker Hughes, and State of California references. We have also included a few additional case studies throughout the response that showcase Accenture's eProcurement experience.

All references and case studies are Accenture Confidential.

2.1 Reference: State Government P20 Transformation - State of North Carolina

a. Client Name	State of North Carolina, Department of Administration
b. Contact person	David O'Neal State Purchasing Officer Division of Purchase and Contract
c. Contact person's telephone number	984-236-0241
d. Contact person's email address	david.o-neal@doa.nc.gov

Scope and Solution

Accenture implemented and maintains a single, statewide eProcurement solution using the SAP Ariba Buyer module with customizations to meet the State's requirements. Accenture has also successfully completed the migration to cloud with an upgrade. Accenture upgraded the on-premise Ariba Buyer 9r1 application to cloud-based SAP Ariba Buying in July 2020, implemented Ariba Contracts in February 2020, began implementing Ariba Sourcing in late 2020, and will conclude its phased roll-out in 2021. North Carolina is the first state to leverage the full suite of SAP Ariba On Demand tools. Accenture initially implemented NC eProcurement in 2001 and has operated it for the State of North Carolina since that time, providing operations support for the NC eProcurement program.

The project is self-funded through a 1.75% fee paid by vendors who receive purchase orders for goods through the system. NC eProcurement is integrated with almost 100 ERP systems using MuleSoft middleware. Accenture provided full implementation services for the AOD implementation, including project management, design, configuration, middleware development, testing, training, and change management.

Accenture assembled a team that combined deep Ariba On Demand experience and strong State of North Carolina knowledge to bring the skills needed for a successful project. As part of the AOD implementation, Accenture developed integrations for over 100 older legacy ERP systems. With little to no support available for some of the existing in-place ERP systems, over 120 key design decisions were made in the months leading up to implementation to determine how the customized Ariba Buyer 9r1 functionality would work with Ariba Buying. Our Accenture team led the effort with support from SAP Ariba SMEs during the project evaluation, assessment, and quality assurance activities. Accenture extracted the legacy and ongoing transactional data for an external reporting tool that will most easily facilitate merging non-eProcurement data with eProcurement data for the most extensibility going forward.

Benefits

- True enterprise system that captures spending of state agencies, community colleges and K-12 school districts, allowing the State the best opportunity for aggregating demand and leveraging the State's buying power for the most frequently used items
- Provides online capture and transparency of requests and approvals for spending of government dollars
- Consistent and electronic interaction with vendors for purchasing needs
- Improved accountability for the expenditure of State funds (online history of approvals for every purchase order)
- Better insight into the State's purchasing patterns overall, providing a foundation for decision-makers to fully leverage the State's buying power and negotiate better contracts for goods and services.

2.2 Reference: State of California

a. Client Name	State of California
b. Contact person	Neeraj Chauhan, Chief Deputy Director Department of Financial Information System for California (FI\$Cal)
c. Contact person's telephone number	+1 916-712-2231
d. Contact person's email address	Neeraj.Chauhan@fiscal.ca.gov

Scope and Background

The State of California was looking to replace its aging legacy financial applications with an integrated statewide financial management system covering the areas of budgeting, accounting, procurement, and cash management. Accenture is the prime contractor for the FI\$Cal project responsible for designing, developing, and implementing a world-class ERP solution to meet the State's accounting, budgeting, and procurement needs. FI\$Cal eProcurement is a Statewide procurement application that offers **electronic bid ads, contracts, requisitions, P-Card processing, purchase orders**. The system has been in operation since 2013 and is used by 154 State of California departments for all **P2P activities**. Local government agencies also use the application to Post Advertisement. FI\$Cal eProcurement application also allows Suppliers/Bidders to post their Ads as needed. FI\$Cal eProcurement application is a Procurement Book of Record for the State of California, Accenture designed **SCPRS** (State Contract & Procurement Registration System) bolt-on application to capture spend for Exempt departments. SCPRS applications is used for Public Procurement Reporting. Accenture also designed a **Certification application** to support Statewide Small Business and Disabled Veterans Certification program that allows Small Business and Disabled Veterans to get certified. This Certification application is used by local government and agencies to find Certified Firms. **Custom CaleProcure portal** implemented to ensure it provided a positive, value-enhancing user experience that builds trust and confidence among users seeking to do business with the State.

Solution

As part of the Statewide eProcurement implementation, Accenture met these California Objectives for Procurement

- **Reduce procurement cycle time** by automating purchasing authority limits and approval dependencies, and easing access to goods and services available from using leveraged procurement agreements.
- Provide online access to financial management information resulting in a reduction of **payment or approval inquiries**.
- Track purchase volumes and costs by vendor and commodity code to increase strategic sourcing opportunities, reduce purchase prices, and **capture total state spending data**.
- **Increase competition** by promoting business opportunities through the use of electronic bidding, online vendor interaction, and automated vendor functions.

2.3 Reference - Regulated Industry P20 Transformation

a. Client Name	Baker Hughes
b. Contact person	Per client request, reference will be coordinated thru - Daniel Dennison
c. Contact person's telephone number	+1 703-855-1170
d. Contact person's email address	daniel.dennison@accenture.com

Accenture teamed with a Fortune 500 Oil Company to upgrade eProcurement program

 Business Case	Business Case centers on the need for a regulated industry's client to have a source to pay platform due to divestiture and also for the simplification of the indirect procurement and accounts payable landscape. The project served to streamline business process functions, increase compliance, enterprise-wide source to pay solution across disparate ERPs, provide a platform for transactional collaboration and self-service functions for suppliers, and deliver new capabilities to drive increased efficiency and transparency across indirect procurement functions.
Key Challenges to Overcome	Integrate four disparate enterprise resource planning (ERP) systems across 106 countries into a streamlined business processes, increased user adoption with managed spend under SAP Ariba.
Relationship History	Our relationship with the energy company includes consulting, outsourcing, and technology support work. Key programs include Applications Outsourcing across the globe. Accenture was chosen to implement the Functional and Technical scope of the Source to Pay global transformation program due to our reputation in SAP Ariba implementation and proven experience in global deployment.

2.4 Case Study - Government of Alberta

Challenges

The client had a long-term vision to exemplify business practices and adopt technological advances that would achieve efficiencies across the enterprise and enable better decision-making within its core business processes, including Supply Chain Management, through a single Enterprise Resource Planning Solution. Our team proposed to transform and digitalize their processes, by implementing a digital core complemented with SAP Ariba and S/4HANA.

Solution

Harnessing the power of SAP Ariba for indirect procurement and SAP S/4HANA Materials Management for direct procurement. The Solution combines SAP S/4HANA's powerful financials, logistics, and materials management capabilities, and Ariba's cloud solution to provide a best-in-class integrated platform for end-to-end supply chain management across all spend categories and fully addresses the key supply chain management capabilities and functionalities.

Scope

- SAP Ariba Sourcing
- SAP Ariba Contract
- SAP Ariba Buying & Invoicing
- SAP Ariba Commerce Automation
- OpenText Vendor Invoice Management
- S/4HANA Material Management

Results

Accenture successfully completed the major transformation of its back-office capabilities and is moving to an ERP solution in a SaaS model. The solution provides a comprehensive set of functionalities that enabled the client to implement common standards, processes, and data to address deficiencies in the organization and provides the necessary capability and foundation to address future initiatives.

2.5 Case Study - State of Florida

Client Context

The Florida State Government supports over 21 million residents with over 100,000 State employees and an annual budget of approximately \$92 billion. Florida's purchasing power allows the Division of State Purchasing to deliver the best value in goods and services for state agencies and local governments. State Term Contracts and State Purchasing Agreements awarded by the Division of State Purchasing account for more than \$2 billion in purchases annually. State procurement activities involve connecting over 20,000 agency users to over 80,000 vendors.

Solution

The Florida Department of Management Services contracted with Accenture to provide outsourcing services including the development and implementation of a web-based e-Procurement system, strategic sourcing (spend analysis, commodity segmentation, and sourcing select commodities), procurement performance optimization (FTE baseline and State & DMS Purchasing re-organization), and maintenance and operations of the e-Procurement and Sourcing applications, including a Help Desk that supports both buyers and vendors. This program is known as MyFloridaMarketPlace.

The Accenture team built and maintains the technical infrastructure needed to support program operations. This includes more than 75 servers across 3 locations to support the Development, Disaster Recovery, and Production environments. MyFloridaMarketPlace uses a multi-tier clustered environment to provide redundant infrastructure capabilities.

The project is self-funded, supported by a 1% fee paid by vendors doing business with the State. The fee funds the Division of State Purchasing operations, the Office of Supplier Diversity operations, other miscellaneous purchasing related functions, and the MyFloridaMarketPlace project. Revenue remaining after program funding returns to the State's Purchasing Oversight Operating Trust Fund.

Solution Architecture and Software Components Implemented

The Accenture team at MyFloridaMarketPlace completed successful version upgrades to all of the applications that comprise our program solution. The upgrade of the Ariba suite of products included over 380 customizations that had to be re-applied, business process improvements, and an extensive testing and training effort in addition to a hardware and supporting software upgrade.

All vendor applications and the Billing and Collections application from the Accenture suite were re-platformed from ATG to Spring and included a redesign with many new enhancements of the applications.

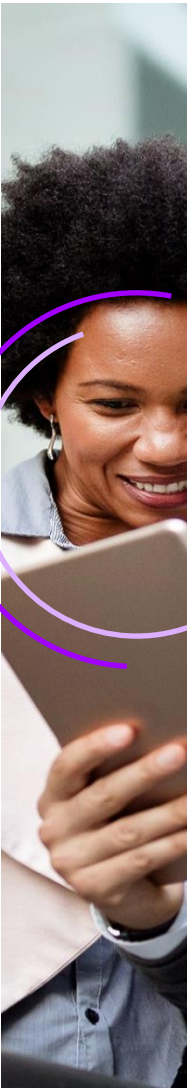
Accenture Products:

- Vendor Registration
- Vendor Performance Tracking
- Billing & Collections

Ariba Products

- Buyer
- Contract Compliance
- Invoicing
- Analysis
- Sourcing

Interfaces Developed: The Accenture team has developed over 40 interfaces that communicate with a variety of applications housed on multiple platforms. There is a real-time custom interface to the State's Enterprise Accounting System, FLAIR, and several batch interfaces that support the program.



Results

Accenture and the State implemented a single, statewide eProcurement solution enabling buying and selling through a state-of-the-art electronic tool which is fully integrated with the State of Florida's financial accounting system. Results include the following:

- Generated \$325M savings through strategic sourcing and processing efficiencies
- 28 awards won by the project, including the Governor's Savings Award in 2013.
- Constructed and provided centralized help desk capabilities for both buyers and vendors
- Developed self-registration capabilities for vendors and increased State of FL vendor registrations by more than 400%, driving competition and increased savings, which resulted in increased transaction fees collected by the State
- Improved accountability for expenditures of State funds
- Implemented cross agency benchmarking to help identify agency best practices in both purchase order and invoice processing in order to allow continuous improvement in operational efficiency across the state
- Maintain and provide continuous improvement initiatives for the operations for the MFMP program, which includes all application development, production support, technical infrastructure and support, customer service desk capabilities, content enablement, billing and collections services, and strategic sourcing services
- Tripled the transaction fees collected by the State, which funds State Purchasing Operations, MyFloridaMarketPlace Operations and Maintenance, and provides income back to the State
- Reduced average requisition to purchase order cycle time by 53% and average invoice to check cycle time by 49% since project inception
- Supported State of Florida's 2007 Sustainability Initiative by enhancing the MyFloridaMarketPlace to flag 7,000 approved green products, enabling increased visibility to state buyers and green product purchase reporting.
- Average Overall Customer Satisfaction rating of 95% since 2013
- Consistently achieved operational excellence through over 99% compliance on comprehensive system operation and customer support performance metrics across performance years

Accenture Confidential section ends

3. Subcontractors

If subcontractors are to be used, provide a brief description of the subcontractors' organizational capacity and qualifications. Bidders must provide the subcontractor's:

- a. Name
- b. Address
- c. Contact person
- d. Contact person's telephone number
- e. Contact person's email address

Not Applicable. Accenture does not require the use of any subcontractors on our engagements as we have the resources and capabilities to perform the scope of services outlined in the RFP.

4. Organizational Chart

Bidders must provide an organizational chart. The organization chart must include the project being proposed. Each position must be identified by position title and corresponding to the personnel job descriptions.

Right Skills

The team members we bring to our eProcurement projects have prior experience, skills, and expertise in implementing projects of similar size and more. They bring practical knowledge of working in the relevant modules required by the Participating Entity. We believe, the combination of our team and our robust methodology would bring program success to the outcomes desired by the Department/ Participating Entity.

Our SAP Ariba Practice leadership is comprised of team members who bring years of SAP and Ariba solutions delivery experience. They are responsible for managing Accenture's strategic and global relationship with SAP Ariba and work closely with members of the SAP Ariba leadership team in supporting source to pay transformation endeavors for all of our customers. Accenture's relationship and influence with SAP Ariba's North America and Global leadership team extends to the highest levels of the chain of command. We are committed to leveraging our relationship and influence in the SAP Ariba space to the benefit of all our customers!

Accenture's leadership team members are deployed to all SAP Ariba deployments in an effort to measure compliance with Accenture's quality assurance standards for delivery, and to evaluating program performance and propensity to deliver against our commitments to you the customer, and to the objectives of the program.

In Figure 13 we have provided a typical organization chart that we would propose for an SAP Ariba implementation. We have included the roles we typically propose be fulfilled by our Accenture onshore and offshore resources, as well as the client roles and support required from SAP as the software provider.

Accenture Confidential section starts

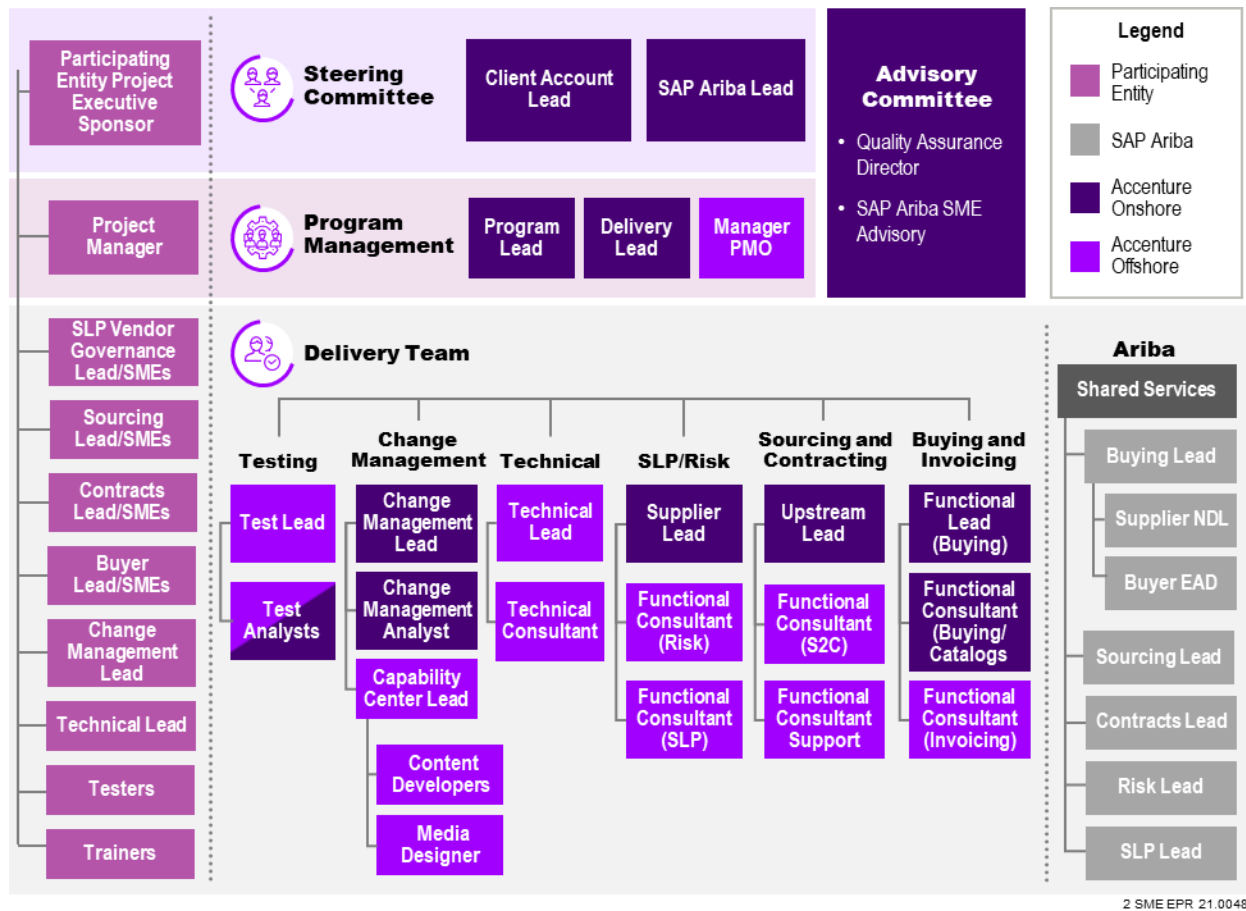


Figure 13. Our project organization approach promotes transparency and collaboration throughout the program.

4.1 Key roles and responsibilities of team:

ROLES	RESPONSIBILITIES
SAP Ariba Lead	Oversee delivery and support of technology services, aligns with delivery lead to ensure that all delivery programs are accounted for including but not limited to: • Resource Management • Quality and Risk Management • Problem and Change Management • Monitoring and Reporting
Delivery Lead & Manager PMO	• Provide a structure to plan the projects and direct projects throughout the planning process. • Oversee program and project delivery plans. • Oversee program and project performance and reporting. • Build and lead high performance project teams (including Accenture and Client teams). • Set the overall direction for projects. • Establish the program management infrastructure. This includes the governance structure, management processes, plans, procedures, tools, etc. • Measure and monitor progress to ensure that the projects meet or exceed performance target. • Manage project interdependencies to ensure successful delivery. • Manage risks for all projects under the program. • Coordinate governance activities. • Ensure that resources are effectively allocated and used across releases. • Oversee stakeholder management activities; ensuring projects have integrated stakeholder management and communication activities. • Responsible for team meetings and status reporting • Responsible for risk and issue resolution management • Responsible for providing information to the Program Manager to determine future state business process, configurations, etc. • Coordinates all Accenture internal activities related to project • Ensure readiness for test • Sign off on Deployment Readiness • Manage Final Go/No-Go Decision • Responsible for developing Move to Production schedule (cutover plan), coordinating resources and managing overall move to Production • Responsible for moving project into stabilization/run phase
Functional Leads - Business	• Analyze and design new business processes. • Work with the Process Leads and other planners to assess current capabilities and identify high-level customer requirements. • Identify and define detailed product requirements and use cases. • Work with the project manager, architects, and other team members to define metrics and performance goals for the application. • Participate in transitioning the requirements and use cases to the designers and ensure a clear and complete understanding of the requirements. • Refine and document To-Be Procurement flows as needed. • Assist in translating requirements and use cases into test conditions and expected results for product, performance, and user acceptance testing. • Participate in quality management reviews, in particular reviews of the designs, prototypes, and work products to ensure they fulfill the requirements. • Serve as a liaison to the business community. Participate in a user and task analysis to maintain the business community's perspective. • Serve as a resource for the training lead as they evaluate training needs and design the training and performance support products. • Supervise the functional team. • Identify risks and assumptions associated with the functional elements of the solution.

	• Identify cross-capability and cross-release issues that affect the business. • Design the configuration to meet the business process design and product requirements. • Assist in defining and reviewing requirements. • Validate the design with the stakeholders to ensure that the design satisfies the requirements. • Inform the technical lead and project manager of any issues that may affect other areas of the project. • Facilitates the coordination and communication of status around unit and integration testing for respective business process area(s) • Participate in quality management reviews, ensuring the application design and related work products satisfy the requirements. • Develop application iterations to demonstrate and validate the configuration design and confirm gap resolution options. • Participate in transitioning the designs to the developers and ensure a clear and complete understanding of the designs. • Share functional information with the other team members (e.g., change enablement, integrations, conversions, etc.) and ensure they have the information they need to successfully complete their work. • Complete all appropriate documentation required by the developers, testers, deployment team, and application management team that will maintain the application. • Provide status to project management regarding the process area. • Work with the integration team, functional team, and developers to design the integration solution. • Ensure client data protection guidelines are followed for sensitive personal data in accordance with Accenture's Client Data Protection program. • Work with customers and security lead (typically a functional resource) to identify the access control and identity requirements for the application.
Technical Lead	• Responsible for Scope Reviews • Manage Design Session Preparation to help Client understand the functionalities that exist in the new application and educate them on Standard System Functionality (Demonstrations) • Standard out of the box process flows for the procurement functionalities and features of the application. • Lead Client Business and IT through Master Data needs and Initiate data collection workshops for master, reference, and application specific data • Lead Client IT through Integration Arch, Data Format and Communication methods • Responsible for understanding platform functionality and capabilities and use the knowledge to design process flows for all Procurement processes • Responsible for documenting As-Is Procurement flows (if needed) • Define configuration requirements that are available within the application • Create Conceptual design document which will contain a summarize list of requirements in comparison to Out of the box behaviors which includes the process design documents outlining the Business scenarios • Responsible for working with Client IT integration owner to define and document integration requirements and mappings including frequency of data transmission from applications to be integrated with, fields and formats of these fields as expected in platform, transmission definition (real time or batch). Outputs may include: Lists down all the file formats of existing files in application, including those required to interface with ERP system and description of all master data of how they are maintained and where to load. • Create a reconciliation approach between the application and backend financial systems to ensure correct, non-duplicated data is being passed • Responsible for getting appropriate sign-off of process flows for all Procurement processes • The conceptual design documents will serve as input in creating the Functional Design documents. The functional design document will be sent to the Client for their approval once completed. • Determine integration scheduling • Confirm Authentication Approach

	• All test scenarios will be reviewed by the architecture team for sign off • Review and update of issues found during testing phases • Support the execution of product test and resolve issues • Validate the design with the stakeholders to ensure that the design satisfies the requirements.
Technical Consultants	• Perform the detailed design of application and technical architecture components and classes. • Develop integration technical components. • Configure and test the application or technical architecture components and classes. • Work with other developers, designers, and architects to make sure that the configuration and custom components meet application requirements and performance goals. • Participate in configuration reviews. • Check coverage of unit and integration test and ensure it meets expectations. • Document the configuration and integration design during development to ensure maintainability. • Inform the technical lead and delivery lead of any issues that may affect any other areas of the project. • Participate in transitions of the application or technical architecture components to the testers. • Fix any defects and performance problems discovered during testing. • Document the application to facilitate maintenance.
Testing Team	• Develop test scripts, test conditions, input test data, and expected results for one or more test streams, including unit, assembly, application product, integration product, performance, user acceptance, operational acceptance, and technical architecture tests. • Develop, update, and maintain testing standards and procedures. • Execute test scripts. • Record problems and issues in accordance with the project's problem and issue management plans. • Document defects using the project's defect management tools. • Work with the application team to resolve any issues that arise out of the testing process. • Participate in the release control process (when the application is transferred from the build team to the test team) to ensure that solutions meet business requirements. • Validate product fixes. • Inform the test lead of any issues that may affect the schedule, budget, or quality of the product or the testing process.
Change Management Team	• Understand the training needs of the audience. • Build curriculum by identifying the main activities to be covered. • Using input gathered to develop the training materials. • Conduct TTT session to equip Onshore facilitators. • Performance Support materials uploaded and ready to be used. • Useful documents and Short Videos (Simulations) developed to accompany the user during the implementation and the adoption phase.
Training Team	• Determine the Training and Performance Support Strategy and Training and Performance Support Plan. • Design, develop, deploy, and evaluate the training and performance support materials. • Evaluate the effectiveness of the training and performance support materials.

Table 3. We provide a realistic plan for staffing resources to effectively achieve your goals

The RACI table below identifies the distribution of responsibilities between the Participating Entity, Accenture, and SAP Ariba for System Implementation Services. Legend – R – Responsible, A- Accountable, C- Consulted, I – Informed.

ACTIVITY	PARTICIPATING ENTITY	ACCENTURE	SAP ARIBA
Mobilization			
Provide and support test and production environments	C	C	A, R
Acquire necessary Ariba licenses/subscriptions	A, R	I	C
Project Management			
Provide Senior Executive change sponsorship	A, R	C	C
Provide overall Project management (Project charter, Project plan creation and maintenance, status reports, project communication plan, risk management, issue management, deliverables management)	C	A, R	C
Provide Ariba executive sponsorship to participate in overall program governance activities (e.g. Steering Committee, Quality Assurance, Issue Resolution, Risk Mitigation)	N/A	N/A	A, R
Define solution deployment plan (order, sequence, timing)	A, R	A, R	C
Facilitate regular status and governance steering committee meetings	I	A, R	I
Manage and maintain log of risks, issues, actions, and KDDs (Key Design Decisions)	C	A, R	I
Provide timely decisions and actions to escalated issues and risks	A, R	R	I
Plan/Analyze, Design, and Build			
Provide remote shared service functional and technical points of contact	N/A	N/A	A, R
Ariba will provide a Deployment Lead ("Deployment Lead"), Functional Lead ("Functional Lead"), and Technical Lead ("Technical Lead") to undertake the deployment activities per the detailed scope described in the Ariba Procure to Pay Professional Deployment Guide	C	C	A, R
Provide business and technology SMAs for process design workshops and knowledge transfer sessions	A, R	R	C
Lead and manage requirements solicitation and confirmation	C	A, R	C
Provide organization, process, reporting, technical, and localization requirements	A, R	R	C
Lead and manage organizational and process definition and design	C	A, R	C
Create data and integration design	C	A, R	C
Create end-to-end functional and technical designs	C	A, R	C

ACTIVITY	PARTICIPATING ENTITY	ACCENTURE	SAP ARIBA
Develop prototypes for design confirmation workshops	C	A, R	C
Provide design review and approval	A, R	C	C
Provide cleansed master data for data loads	A, R	C	C
Load master data	C	A, R	C
Validate master data loads	A, R	C	C
Data collection, population, and validation of Ariba Configuration Workbooks	C	A, R	C
Load final Ariba Configuration Workbooks	C	C	A, R
Build Ariba workflows	C	A, R	C
Build or modify ERP to legacy system interfaces for automated master and transactional data. This also includes connection to Client's user authentication system.	A, R	R	C
Testing			
Provide access to any required test management software	A, R	C	I
Product test preparation (plan, use cases, test scripts, Ariba test data)	I	A, R	C
Product test facilitation, execution, validation of results in Ariba, and management of defects	I	A, R	C
SIT (System Integration Test) test preparation (plan, use cases, test scripts, Ariba test data)	C	A, R	C
SIT prepare target test system data	A, R	C	I
SIT facilitation, execution, validation of results in Ariba and management of defects	C	A, R	C
SIT validation of results in target test system	R	A, R	C
Sign off on SIT Closure Memo, including any deferred defects	A, R	C	I
UAT (User Acceptance Test) test preparation (plan, use cases, test scripts, test data)	A, R	C	I
UAT facilitation, execution, validation of results	A, R	C	I
UAT management of defects	R	A, R	C
Resolve SR (Service Request) related issues/customizations	A	R	A, R
Sign off on UAT Closure Memo, including any deferred defects	A, R	C	C

ACTIVITY	PARTICIPATING ENTITY	ACCENTURE	SAP ARIBA
Production Transition			
Planning and executing Go-Live deployment of Ariba	R	A, R	R
Perform cutover with all move to production activities for ARIBA Network related activities	C	A, R	R
Perform cutover with all move to production activities for ERP related activities	C, I	A, R	C
Perform cutover with all move to production activities for Legacy systems related activities	A, R	C, I	I
Develop model for the stabilization period after go-live to manage support activities	C	A, R	C
Hypercare			
Develop definition of recommended steady State Support Model	A, R	C	C
Prepare and conduct knowledge transfer sessions to run team	I	A, R	I
Coordinate final transition to run/operations following go-live and stabilization activities	R	A, R	I
Change Management			
Manage change management strategy, design, and execution to include communication, training, and organization alignment, across all impacted business areas.	A, R	C	C
Assess and enhance organizational design of existing procurement function	A, R	C	C
Manage change process and develop user adoption strategies	A, R	C	C
Develop customized training materials and deliver Train-the-Trainer Sessions	C	A, R	C
Deliver training to end users	A, R	C	C

Table 4. RACI – illustrating the typical responsibilities between the Participating Entity, Accenture, and SAP Ariba for System Implementation Services.

Accenture in the organization chart has proposed a mix of onshore and offshore resources. We take the safety and security of data very seriously. The paragraphs below summarize the security clearance and security controls/ protocols that Accenture follows.

Security Clearance for the project staff:

To preserve our strong professional reputation, Accenture independently verifies employment qualifications and references for all candidates for employment. Accenture obtains a complete and signed

employment application form from every candidate for employment. The candidate's signature and representations on this form are essential to Accenture's background checks.

These checks may vary based on geography and industry practices and regulations. Offers of employment and/or employment contracts include a statement indicating employment is subject to the satisfactory completion of background checks.

Accenture's inability to verify information provided by a candidate on his or her employment application (including academic and business references), or Accenture's obligations under law, may result in revoking the job offer or terminating employment and enforcing exemplary behaviors.

Background checks generally include verification of one or more of the following areas:

- Academic credentials
- Employment history
- Identity check
- Applicant references
- Criminal records check
- Assessment of financial history
- Social security verification
- Verification of all education beyond high school, including trade schools
- Credit reports
- Felony and misdemeanor checks at all residential and school addresses over certain periods
- National criminal follow-up search
- Immigration/ Work Authorization

Security Controls in place:

- Communication and collaboration through the industrialized delivery framework and latest technology infrastructure
- Mandatory Security Trainings
- Production data: would not be used in development or test environments without explicit permission of the data owner.
- Logical Access Control: Application follows the principle of least privilege or on a need-to-know basis.
- Authorization Procedures are in place to make sure that only the approved version of the code/data/configurations will be deployed to the right regions.
- Integrated Security Governance Framework
- Desktop and Enterprise Firewalls
- Network Intrusion Detection Systems (IDS)
- Desktop and server antivirus systems
- Encrypted file system
- Infrastructure Security baselines
- Audit and Logging for all critical devices
- Firewall and IDS Monitoring and Management
- Security Incident Management and Response

- Certified Professionals – CISM, CISSP, CISA, CBCP, CHSS
- Dedicated Information Security & BCP workforce
- Auditing and Monitoring
- All desktops and laptops are provided with FileVault2 Encryption (AES 256) or BitLocker (AES 256) which is installed as part of the basic workstation image and is used to encrypt all local drives.
- Email solution (Microsoft Exchange) uses Digital Certificates for email encryption using SHA2-RSA 2048-bit keys.
- Transport Layer Security (TLS) encryption for emails between the client and Accenture domains.

Privacy Policies:

When processing client data within our implementation and maintenance services, Accenture follows relevant client privacy policies and specific instructions. Further, Accenture complies with the data security obligations of applicable data privacy laws and internal data and information security policies. A variety of globally applicable policies, standards and procedures cover Accenture's management of client data, including:

- Policy 0056 - System Security – This policy applies especially to all our Cloud projects
- Policy 0057 - Security of Information and Acceptable Use of Systems
- Policy 0090 - Data Privacy
- Policy 1431 - Data Management
- Policy 1457 - Information Security Management

Accenture Confidential section ends

5. Litigation

Bidders must attach a list of all current litigation in which the Bidder is named and a list of all closed cases that have closed within the past five (5) years in which the Bidder paid the claimant either as part of a settlement or by decree. For each, list the entity bringing suit, the complaint, the accusation, amount, and outcome.

Litigation involving every type of professional services firm, including consultants, has become commonplace over the last two decades worldwide. The number of such situations worldwide in which Accenture is involved is minuscule in relation to its total number of clients. The ultimate outcome of any pending litigation would not have any adverse effect on Accenture's ability to provide the services described in this proposal.

The terms of our settlements are normally confidential, so we cannot provide any information regarding them. Any significant legal proceedings involving Accenture would be disclosed in our filings (10Ks, 10Qs, and Annual Reports) with the Securities and Exchange Commission; these filings can be accessed at <http://www.sec.gov/cgi-bin/browse-edgar?action=getcompany&CIK=0001467373&owner=exclude&count=40>

6. Financial Viability

Bidders must provide a current copy of their Dun & Bradstreet Business Information Report Snapshot.

Accenture has been in business for more than five decades and enjoys a long-term business standing and reputation in the market because of Accenture's capabilities and offerings and an unmatched platform of people, process, and technology. Accenture's strength lies in strong financial stability, improved process quality, enhanced cost efficiency, wide global reach, and our strong capability for servicing specific industry requirements. Accenture's balance sheet remains exceptionally strong and the company continues to generate significant cash flow. Accenture remains focused on operational discipline and superior execution to deliver value to clients and shareholders.

We are proud that during fiscal 2020, Accenture's team of approximately 537,000 people continued to deliver on our commitments to our shareholders, with strong financial results, and to deliver on our commitments to create value for our clients, our people, our partners and our communities. And at one of the most challenging times in world history, we have emerged stronger. We enter fiscal 2021 with an even more durable foundation and an exciting future.

We have also attached our Annual Financial Statement – "Accenture-Fiscal-2020-Annual-Report". All our Annual reports are available at - <https://www.accenture.com/us-en/about/company/annual-report>.

These statements include company assets, liabilities, and net worth and Balance Sheet, Statement of Income, and the Statement of Cash Flows. For our most recent quarter (second quarter of fiscal 2021) Accenture delivered outstanding financial results. We have returned to overall pre-pandemic growth ahead of expectations while continuing to take market share faster than before the pandemic.

With this financial result, Accenture also raised all elements of its business outlook for fiscal 2021; now expects full-year revenue growth of 6.5% to 8.5% in local currency; operating margin of 15.0% to 15.1%; generally accepted accounting principles (GAAP) earnings per share (EPS) of \$8.67 to \$8.85; adjusted EPS of \$8.32 to \$8.50; free cash flow of \$7.0 billion to \$7.5 billion; and cash returned to shareholders of at least \$5.8 billion.

Our performance reflects the strength of our core values and the power of our laser focus on creating client value and being a trusted partner, incredibly talented people and unwavering commitment to inclusion and diversity, strong ecosystem relationships and the resilience of our growth strategy as well as the substantial investments we have made year in and year out since we set out to be the leader in digital, cloud and security and continuous innovation.

Summary of the latest Dun & Bradstreet report is presented here. Please refer to the embedded and attached file - 'Accenture plc D&B report Apr 30 2021' for the complete report. – *Accenture Confidential*



Accenture plc D&B
report Apr 30 2021.pr

D&B Finance AnalyticsPrinted By: Jeffrey R Greenberg
Date Printed: 04/30/2021

LIVE REPORT

ACCENTURE PUBLIC LIMITED COMPANY
Trademarks: ACCENTURE

D-U-N-S
Number:
Registration #: 471706
Phone: +353 1 646 2000

Address: 1 Grand Canal Square, Grand Canal Harbour, DUBLIN, CO DUBLIN, D02 P820, Ireland
Web: www.accenture.com
Endorsement: jeffrey.r.greenberg@accenture.com

Summary

KEY DATA ELEMENTS (Formerly: SCORE BAR)

KDE Name	Current Status	Details
PAYDEX®	80	
Failure Score	85	Low to Moderate Risk of severe financial stress.
Maximum Credit Recommendation	-	
D&B Rating	5A2	5A indicates \$0 million and over, Credit appraisal of 2 is good
Delinquency Score		
Insolvency Process Indicator	false	

COMPANY PROFILE

D-U-N-S
98-501-5354
Telephone
+353 1 646 2000
Age (Year Started)
12 Years (2009)
Date of Registration
06/02/2015
Annual Sales
US\$ 44,327,039 (in Thousand)
Employees
506,000(506,000here)

Website
www.accenture.com
Legal Form
Public Limited Liability Company
Line of Business
Management consulting and public relations services

OVERALL BUSINESS RISK

Dun & Bradstreet thinks...

HIGH	MODERATE-HIGH	MODERATE	LOW-MODERATE	LOW
------	---------------	----------	--------------	-----

Overall assessment of this organization over the next 12 months:

Stable Condition

Based on the predicted risk of failure:

High Likelihood Of Continued Operations

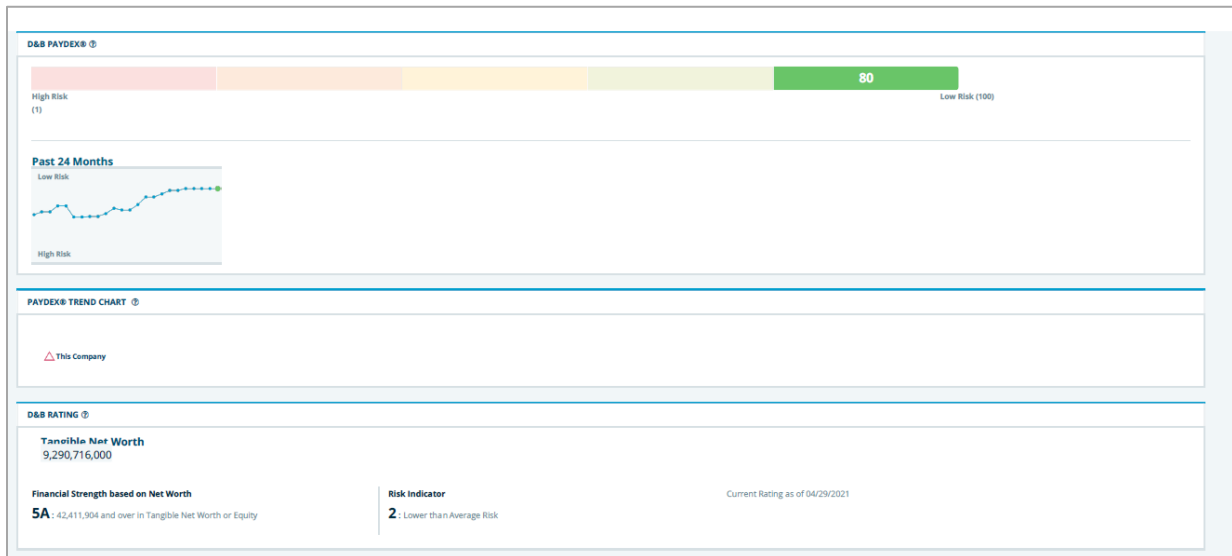
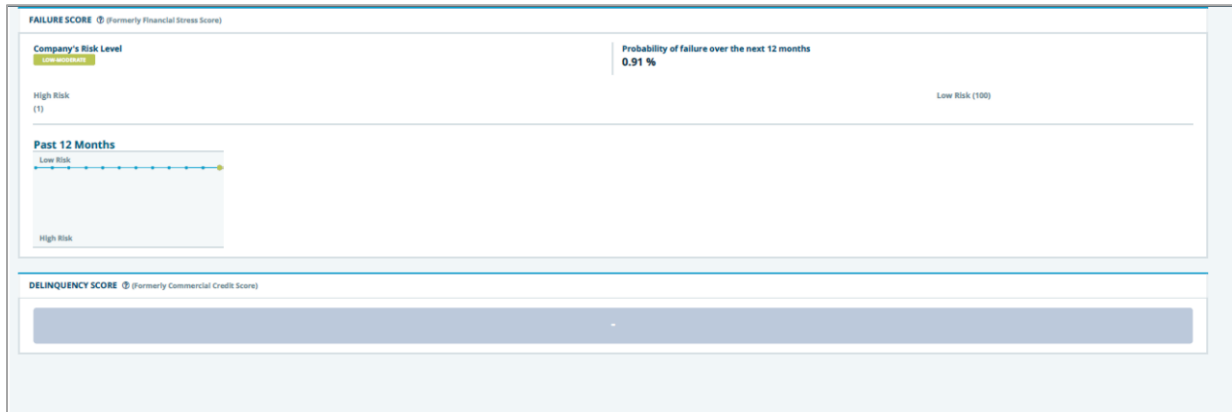
Based on the trade data received by D&B for this company:

Exhibits On Time Or Slightly Late Payment Behavior

D&B MAX CREDIT RECOMMENDATION

MAXIMUM CREDIT RECOMMENDATION
€ 19,250,000

The recommended limit is based on a low to moderate risk of business failure.



LEGAL EVENTS			
Events	Occurrences	Last Filed	
Insolvency	No	-	
Public Filings	No	-	
Court Judgements	0	-	
Mortgages and Charges	0	-	

TRADE PAYMENTS			
Highest Past Due: 0			
Highest Now Owed 51	Total Trade Experiences 5	Largest High Credit 36,019	

FINANCIAL OVERVIEW - BALANCE SHEET			
Balance Sheet ^[1]		Amount ^[2]	Last 5 Years
Tangible Net Worth		9,290,716	■■■■■
Current Assets		17,749,756	■■■■■
Total Fixed Assets		19,328,837	■■■■■
Total Current Liabilities		12,662,590	■■■■■
Long Term Liabilities		7,415,467	■■■■■
Net Current Assets (Liabilities)		5,087,166	■■■■■

1. Fiscal (Consolidated) 06/30/2020
2. In Thousands
Source: D&B