

Partnering With Accenture

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Accenture--Modus Operandi

- **Senior Executives “live” with clients.**
- **Execute against well developed and constantly updated client plans.**
- **Walk the halls daily looking for new work.**
- **Constantly looking for innovative software and solutions to bring to the clients.**
- **Control significant development budgets for target client initiatives.**
- **Have close relations with HW/SW partners (encouraged and required).**
- **Very strong quality assurance process to assure delivery excellence at clients.**

Senior Executive Reward Systems

- **Performance based compensation.**
- **“Bigger the Better” for bonuses.**
- **Senior Executives judged on Accenture, not software revenues.**
- **Soft metrics, such as client satisfaction, are also critical components in compensation formulas**
- **Building satisfied clients with steadily increasing consulting revenues over the long term is the leading metric for partner success.**
- **Negative repercussions for a “delivery problem” are huge, in terms of loss of bonus, etc.**

What Not To Do

- **Pester**: many visits and calls from vendors.
- **Wrong Focus**: vendors who want partner to “sell” their products.
- **No Rewards**: minimal revenue for client partners.
- **Dishonesty**: blatant and sleazy dealings with the clients.
- **Poor Expertise**: no “pre-sell” people with industry experience and knowledge.
- **Inappropriate Use**: Accenture likes to help vendors with their thinking/proposal, but hate to be used as a “means to their ends”.

Best Practices—Accenture Level

- **Determine best point of entry with Accenture.**
- **If industry, managing partner commitment critical.**
- **If service line, understand their industry focus options.**
- **Nothing happens without a client.**
- **Work with them to land the first client.**
- **One good success story through implementation and you are in position for future success.**

Best Practices-Client Level

- **Ensure significant potential for Accenture integration work**
- **Understand how Accenture creates value**
- **Be easy to do business with**
- **Detail a quantified business case**
- **Dedicate resources to target clients**
- **Develop clear, value focused materials**
- **Show success stories with other clients**

The Seven Rules of Engagement

1. Remember that Accenture will have at least two agendas ahead of that of the software vendor—what is right for the client? How does this deal improved our relationship with the client?
2. Do not try and sell vaporware, oversell the software capabilities/readiness or fail to deliver implementation skills.
3. Ensure high levels of integrity in the selling and implementation teams, especially around consistency of message, voice and focus.
4. Focus on value, value and more value with a long term relationship mentality, including installing less software or fewer bells and whistles.
5. Do not try and overextend your capabilities, such as trying to compete with Accenture around strategy or integration work.
6. Recognize that Accenture is now public and has quarterly metrics to worry about; no “sweetheart deals” allowed; no trying to optimize your results at the expense of Accenture.
7. Don’t sell into Accenture the way that you sell into a client; respect the chain of command and culture; going around someone usually fails--at your expense; work with the client teams to resolve issues at the lower levels first.

Case Study-The (Almost) Perfect Partner

- **i2 and Accenture had a successful collaboration at Applied Materials in the early 2000's**
- **Convert spares operations from a cost to a revenue center**
- **Worked well as a joint sales team**
- **i2 respected Accenture's client relationship and program management role**
- **i2 allowed their technology people to be managed by Accenture**
- **One strategy; one plan; one budget**
- ***Results?* Accenture got \$40 million in strategy and integration fees; i2 got \$20 million in license fees; client was very happy**
- ***Problems?* i2 then violated rules of engagement 2,3,4,5 and the deal went to hell in a hand basket; follow-on work disappeared**

Can Small SW Vendors be Successful?

- **Develop a well planned strategy to win over Accenture by industry and competency.**
- **Network with as many Accenture people as you can, especially in business development.**
- **Focus on selling into one of their key clients via targeted marketing activities.**
- **Ask how you can be a “perfect partner” for them.**
- **Do not give up; developing a relationship can take years.**