

Hertz Flawed Digital Initiative

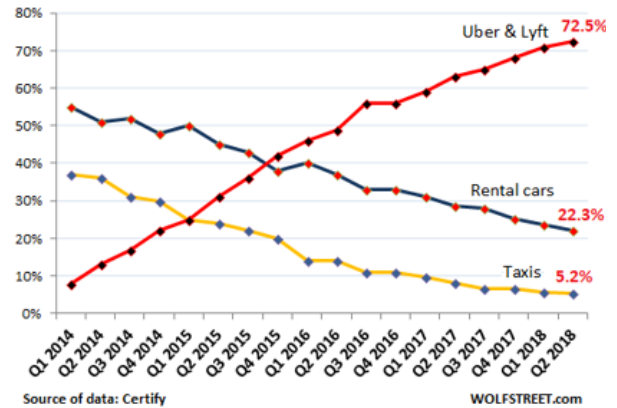
Project Summary

In 2016, Hertz, one of the world's largest vehicle rental companies, hired Accenture to completely revamp its online presence. After missed go-lives and millions of dollars in fees, Hertz claims they were left with an unfinished product that didn't meet their specified requirements.

Hertz ultimately removed Accenture from the project and filed a \$36M lawsuit against Accenture claiming that Accenture breached its contract with Hertz and engaged in deceptive and unfair trade practices.

Rideshare Apps Lead Business Travel

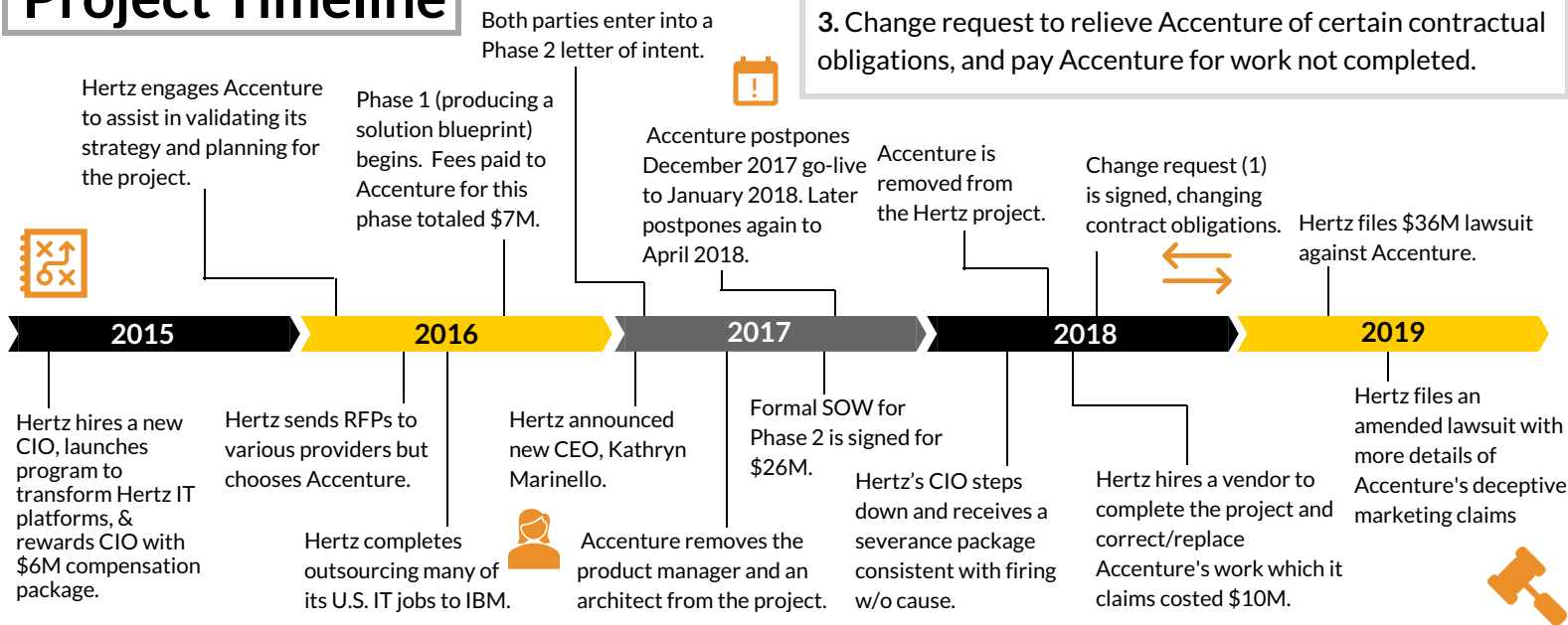
% of Ground Transportation Travel Reimbursements



Key Decisions

1. Launching the initiative while implementing a large Mulesoft middleware and Oracle ERP project.
2. Adopting Agile methods where the SI is the Product Owner.
3. Change request to relieve Accenture of certain contractual obligations, and pay Accenture for work not completed.

Project Timeline



Business Case for Change

Hertz has struggled with profitability over the last 5 years with its stock price falling 85%. Hertz was under tremendous pressure, faced with:

- Rapid growth of rideshare apps
- Increased competition
- Falling used car prices
- Low customer satisfaction ratings

Hertz's Complex IT Environment

A Mulesoft 2018 conference presentation showed that at the time, Hertz had:

- 1,800 IT systems
- 6 database vendors
- 30 rental processing systems

Hertz launched a major end-to-end technology upgrade expected to cost \$400M.

Key Questions

- How can the program move from SOW signature on September 1, 2017 to project delay in the same month?
- How are the firing of the CIO and the termination of the Accenture agreement linked?
- Did Hertz revise Accenture's Master Agreement to consider Agile methods?