

Triad

Relationship intelligence shared from Apex Software's workspace

Sentiment

Apex Software

Decisive and forward-moving, with quiet frustration on governance.

Accenture

Conversation date: May 2, 2026

Collaborative and candid, but carrying visible resource strain.

Alignment

Aligned

Paid discovery phase structure

All parties converged on a two-week, \$50K fixed-fee discovery phase carried on Accenture's paper as a change order before committing to customization pricing.

Joint architecture review with Meridian

Marcus proposed bringing both integration and rebuild options to Meridian side by side; Nadia accepted immediately: 'Honestly, that's the right move.'

Steering committee governance restructure

Nadia acknowledged the prior imbalance and agreed to rotating chairs between Tom and Marcus with joint agenda-setting 48 hours in advance and both teams present at every session.

Urgency created by Meridian procurement acceleration

Nadia: 'It's a forcing function we need. The deal's been drifting for a month' — shared read on the situation across both sides.

Diverging

Snowflake integration vs. data layer rebuild

Nadia advocates rebuild citing accumulated technical debt and long-term governance risk; Priya counters with eleven comparable enterprise deployments and a cost differential of roughly \$1M, pushing for integrate-now with optional migration later.

Risk tolerance on unscoped customization

Tom insists Meridian procurement will not sign T&M for a phase of this scale; Priya's concern is under- or over-scoping without discovery data — resolved structurally but reflects a different underlying risk posture between the two sides.

Friction

SIGNIFICANT

Accenture staffing capacity risk against accelerated May start

Tom disclosed that Accenture is currently stretched and would need to pull senior consultants from another active engagement to meet an early May start, creating delivery risk on that engagement. Resolution is pending a resourcing conversation Monday.

MODERATE

Snowflake integration vs. rebuild decision unresolved between delivery partners

Apex and Accenture hold materially different architectural recommendations — Accenture favors a clean rebuild to eliminate Snowflake technical debt; Apex favors integration using existing connector tooling at roughly \$1M less cost. The decision has been deferred to Meridian via joint review, but no shared recommendation exists yet.

MODERATE

Apex marginalization in prior steering committee

Apex was not given agenda space in the most recent steering session despite co-prime status, resulting in Marcus asserting the issue directly. The governance restructure was agreed to, but the underlying dynamic — Accenture defaulting to program lead posture — warrants ongoing watch.

Recommendations

1. Accenture staffing capacity risk against accelerated May start

Before the Tuesday internal sync, confirm internally what minimum Accenture staffing profile Apex needs to green-light a joint start in early May, and prepare a contingency framing for Wednesday's Meridian session if Monday's answer is not fully positive.

2. Snowflake integration vs. rebuild decision unresolved between delivery partners

Prior to producing the joint architecture document, align with Priya on a shared framing for how cost, timeline, and long-term governance trade-offs will be presented — not just the two options — so Meridian receives structured guidance rather than two competing pitches.

3. Apex marginalization in prior steering committee

In the steering committee restructuring proposal Marcus sends today, include an explicit standing agenda slot for Apex platform roadmap and integration updates — not just rotating chair rights — to structurally prevent agenda-crowding recurrence.

Account signals (aggregate)

Tightening

1

Stable

0

Loosening

0