TQ Automation

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TQ Automation Preshow

Hi! Paul here, and I'm really pleased to welcome you to the automation TQ topic. I'm excited to bring this automation topic to you through TQ. And why? Because automation is a topic that touches our daily lives, whether you're in a client-facing role or not, and it intersects directly with our Accenture purpose to deliver on the promise of technology and human ingenuity. Meaning, how do we take technology and make it useful and integrate it into the way people work to take advantage of the best of both humans and technology? Automation is also central to our Accenture strategy, and that's why this TQ topic is so important for all of us to understand. Now you're probably asking, what is automation? I think of automation as a way to improve efficiency in business, and at the same time, equip people with superpowers through new tools and capabilities. So in our context, automation is any technology that performs a process or procedure to enhance a person's abilities. Automation doesn't have to be computerized. An old-fashioned household thermostat is an automatic device. Automation doesn't have to be complicated. A macro function in your Excel spreadsheet is a simple illustration of automation. Automation saves us time and money and helps us improve the quality, accuracy, and precision of the work that we're doing. But of course, this is Accenture, and we do automation at a massive scale for ourselves and for our clients. Automation is one way in which we help clients innovate and how we bring more valuable work to people. Accenture's definition of automation involves a whole constellation of technologies, like RPA, which stands for robotic process automation, conversational artificial intelligence, sentiment analytics, and much, much more. And very importantly, automation also involves our market leading assets that everyone needs to know at least a little bit about, from myWizard or myNav, to SynOps, AIP,

myConcerto, myIndustry, and more. And you'll hear more about all of these. They're at the heart of how we equip our people to deliver greater value and better and faster outcomes for our clients. One of the biggest benefits of automation is it enables people to do more and even help organizations solve for the large skills gap that we're seeing across all industries. For example, we partnered with the pharmaceutical giant Takeda to use RPA, again, robotic process automation, to take on administratively-heavy tasks. In other words, we help Takeda automate several basic and routine processes that people were doing. This allowed Takeda and these people to refocus on higher value activities, such as providing better and higher touch patient support during the COVID-19 crisis. This is one of my favorite examples of harnessing the power of technology and automation to allow people to better focus on more important tasks, and especially at a time when it was really critical. And there are so many more examples. Remember our cloud TQ topic? We're using myNav, a large consumer company, to automate the cloud journey, where myNav is assessing which hyperscalers to use and how to optimize for sustainability and carbon impact. Or remember our enterprise platforms TQ? It reminds me of how our myConcerto automation platform is injecting best practices and accelerating the finance transformation at one of our energy clients. So our TQ topic today is designed a little different than our other topics because we have so much to talk about in this automation space. Automation is one area where Accenture has many proprietary tools and assets, some of which I've described, that we've developed to help our clients better understand and take advantage of the remarkable technology that we have at hand. Next up, Simon will explain more about what we mean by automation. Then join me back at the TQ HQ with Sarah Dugan and several automation leaders to talk about what intelligent automation means for Accenture. And remember, TQ and you, just one of the ways we're powering change. Happy learning!

Automation: Executive Briefing

Introducing Automation

The idea of automation isn't anything new. We've always wanted to have some kind of machine or some kind of device that could take care of certain tasks for us, preferably all the boring ones we don't want to do. Now, a few decades ago, the dream was to have these big physical robot assistants. But it turns out that for most of us, it's more useful to have small software helpers that could run on the computer because that's where most of our work is. Now, these days when you read any business news, you see the word automation all the time, and not just by itself, but in phrases like robotic process automation, intelligent automation, and hyper automation. And you might wonder, well, what's the difference? What are these all for? Which ones should you be paying attention to? Which ones can actually help? And how do you get started with any of this automation? Well, we're going to cover all of that here, but this won't just be me reciting a list of definitions at you; I'm going to show you how this is done. And we're taking a business focus here to see the impact automation can have on any size of organization, all the way to the enterprise level. But we're going to begin with just, well, the kinds of things you

might automate in your own personal life, or some of the most repetitive tasks in your own current job, and then expand on that to think about these ideas at perhaps the project level, or for your team, or for your organization. But beginning with a personal focus is the best way to really understand automation. First, because it's practically easier to get started like that, but also because this is the right perspective about all of this. You see, with automation, our focus shouldn't begin on the technology. So, what vendors to choose or what applications to install should begin with the human, the person involved. Because the point of automation, in as few words as possible, is to reduce the amount of repetitive work. Let me say that again; to reduce the amount of repetitive work. Now, does that definition cover everything here? No, but it is a good place to begin. Can we make our own lives a little bit easier? And if so, how? And then can we use what we know and make somebody else's life a little bit easier? So, to get started, we're not going to begin with a specific technology or vendor or application, but we begin with a pair of socks. I will explain. I'm Simon Allardice, and welcome to the executive briefing on automation.

Background And Challenges

We've all heard the doom and gloom predictions that over the next 5, 10, or 20 years, automation will destroy a third of the jobs, or half of the jobs, or all of the jobs. It depends on which study you read. Occasionally, you hear a more optimistic perspective that also looks at the potential for job creation within all this upheaval, or even focuses on the benefits and how automation can remove all the boring tasks, leaving us to do nothing but express ourselves in new occupations full of boundless creativity and invention. Okay, I wouldn't yet go that far, but automation is great at removing drudgery and repetitive, tedious tasks. But let's be clear, it does affect and will continue to affect existing jobs. It is causing occupations to disappear, and it's also creating new ones. It will make some jobs less valuable and others far more valuable. These things are all true. What shouldn't even be in question is whether automation affects existing jobs. It does. That's the point. That's what the word means. When we talk about automating anything, it implies there is already an existing task that is currently being done by a person or by multiple people. We're not inventing a new process; we are automating an existing one. And I stress this rather basic point because it sometimes seems to get lost, and it's important to recognize and engage with how this all affects people for any kind of organizational change to be successful. Now this issue isn't new. We've been dealing with it for several hundred years. The classic automation in the workplace situation began with things like the stocking frame machines in the textile industry in the late 1500s. These could replace, or at least reduce the need for, all the legions of knitters and sewers who were making fabric for, well, stockings. So this whole automation portion, everything we're talking about, all began because people wanted more socks. But from the beginning, there's always been this conflict between the automation and the people whose jobs or tasks or responsibilities were being automated. And it's led to the machine breakers, the attacks on the machinery. It led to riots. It led to new laws penalizing those who would attack the machinery. And let's face it, this isn't over. Automation has and will continue to have not just an organizational impact, but a societal impact, particularly because automation is often perceived as being only about profitability and reducing employee

headcount. But there are multiple other benefits. Automation can help improve speed, it can improve customer service, it can remove boredom and tedium from a job. It can reduce errors and help with quality and consistency. And even in those early days, some companies would stress the benefits of the automated machinery and the regularity and the reliability and consistency of the material that their operators could now create because of this modern technology. But here's the thing, these days, there are some important differences. First, most jobs are not as straightforward and single task as someone who knits fabric for socks. And if I speak to most knowledge workers and ask, can you imagine a computer program that could replace your entire job and everything you do? It's not easy. We might make and give presentations and write reports, make and answer phone calls, read and answer emails. We create spreadsheets. Perhaps we write code and debug programs, install software. We attend meetings where we provide feedback and suggest solutions. We solve conflicts, we manage projects, hold interviews. We help new employees onboard, we mentor people, we evaluate purchases, we deal with emergencies. It is hard to envision just some piece of software that can just do all that. But if you step away from asking can my job be automated, and instead ask, Is there any small part of my job that could be more automated, more streamlined, a little bit smoother, a little bit easier, usually the answer is, well, yes, of course. So, we begin there. Not by automating a job, but with the idea of automating one piece of work, automating just one specific task.

Personal Automation

There are maybe people watching this who think, I've heard about automation, but I've never actually used any kind of automation feature. Well, you probably have. Say if you've ever made a repeating appointment in your calendar app, whether it was for a personal task to remind myself to pick up Jenny from soccer practice every Wednesday at 7:30 for the next 8 weeks, or for business, set up a standing meeting with the team every Monday at 9:00 a.m., ongoing. If you've ever done this, you're getting the benefits of somebody having automated this task because it's saving you from a repetitive, manual task. If you weren't able to create a repeating appointment, then okay, you just have to create these appointments individually, one at a time. Now, could you do that? Well, sure. It isn't even a difficult task. This isn't impressive or complicated. And we're going to come back to this idea that a lot of automation isn't dramatic or impressive. But let's say you did need to create a weekly appointment every Tuesday at 11:00 a.m. for the next 6 months. You can do it manually, but it's tedious and time-consuming, creating exactly the same thing again and again and again. And there's a high probability that in doing 26 separate appointments, you will mess something up. Accidentally make one at the wrong time, or skip a week, make one of the meetings an hour when it should have been half an hour long, or type the title incorrectly, forget to invite exactly the same set of people, and so on. So, the fact that this make a repeating appointment feature exists where someone has identified the situation, has thought about the different aspects of it because there are a few choices to be made here, sometimes you want to create a weekly appointment, other times it's monthly, or every second Thursday, perhaps even daily. And you might want it to repeat 12 times, or just 4 times, or to end on a specific date. But you need to describe those characteristics, and then you're done. The rest of

the task is automated. It saves you from having to set up 26 individual events, and it also saves your invitees from having to reply to 26 separate invitations. Now, okay, what I'm describing here is an automation feature that's already built-in to, well, pretty much every calendar application these days because it's such a common requirement. But as an example here, it's useful because, well, most people have done this, it's easy to understand, and it describes three qualities of automation we will see again and again and again. First, that what we choose to automate often isn't difficult or complicated or groundbreaking. The task itself might be quite simple, but just a bit repetitive, a bit tedious. Two, there are often a few choices to make within automation, some variety to each task. For example, in the calendar app, we wouldn't just want to have a single checkbox to say, yes, it's a repeating appointment, and then have the computer decide how often it will repeat and how many times. No, we need to provide that little bit of extra information, those rules to follow. And three, the benefits of automation are often small, but cumulative. They add up. If making a repeating appointment was this rare situation where only 1 person in 1000 needed to do it once every 3 years, it wouldn't be a feature in the calendar app. But we do it often enough, so while it might only save a small amount of time and inconvenience, minutes or even seconds each time, we get those savings again and again and again, as does everybody else who makes appointments. So, we can take this idea and then think about some of the situations that are a little bit more specific to us for any repetitive task, that's a bit manual, a bit predictable, and perhaps a little tedious. And when the feature isn't already built into some application, we can then use personal or desktop automation tools to provide it. And these tools are often already built into the operating system on your desktop, or your laptop, or even your phone. So, let's take a look.

Desktop Automation Tools

You probably have more automation capabilities than you realize available to you right now at your fingertips. For example, if you use a Mac, there's an application called Automator that was already installed on your computer when you first took it out of the box. If you're on Windows 10, there's a built-in application called Task Scheduler, although that's mainly for automating computer maintenance tasks, but you can now also download Microsoft's Power Automate application for free, and that's very powerful. On an iPhone, Apple has the Shortcuts app. Now these are all just examples of automation tools with a personal focus. They allow you to describe custom workflows or shortcuts that run on that device where you describe a series of tasks with a few rules to follow, and often those tasks involve several other applications. And where you don't need programming skills to create these, you don't have to write any code. They're usually just a series of drag and drop options. For example, on my phone, I might decide I want a simple time to meditate shortcut that can do several things. First, it'll ask me how long, and I select a time. Then, it'll turn on do not disturb on my phone. It can connect to my home hub and dim the lights. It will then start playing white noise on my speaker. And it then sets a timer to chime after whatever the selected interval was, in this case, 15 minutes, when I will presumably be in a state of clarity and bliss. As if! And if that example doesn't appeal, there are many other personal automation tasks you could experiment with. You might streamline your own email. Automatically check that if it's from someone in

your family, and if it has an attachment that's an image, then you can automatically save that image into your Photos application. On my phone, I might find it useful that with just one single press of a button, I could automatically get directions home from wherever I am, then send a text message to my significant other with the estimated time, then set my status to "away" in my instant messenger work application, and then just start playing the current audiobook I'm listening to. As with the repeating appointment feature on a calendar, these are often simple and repetitive tasks. Something where, yes, I could do all the steps myself, but they save me a little bit of time that make it easier to get started. They can make it more reliable and less error prone. And importantly, they reduce resistance to doing that task at all. Now, usually there are a few choices, a few rules to follow, which include deciding when does this thing happen? Sometimes you want it on request, where you'll manually press a button to initiate it. But I might also want the task to happen on a specific date and time, or triggered by an event, like whenever I leave the office, do this thing. And also, where, like a repeating appointment, the benefits of these are cumulative. They may be small, but they add up. Now, even if these purely personal automation examples aren't of interest to you, you might imagine how this can start to overlap into your working life. For example, I might decide to make a shortcut on my phone that can help me with filing expense reports and the multiple different steps I need to do for doing that. Now, the built-in applications on your computers are great, but they are very much oriented to the device itself, and mainly useful when everything you want to do is running on that device. But if, for example, the situations you want to automate are more about using various third-party web applications, like Gmail, or Dropbox, or Trello, or Slack, well, you can look at options like ifttt.com or zapier.com. Now, these are web-based automation tools that you can set up personally and use personally, but they're also useful in today's more cloud-based working environment. Now, while these tools do need a little more configuration so they can connect and authenticate to all the different tools you use, but once they are set up, you could then describe a situation like, let's say you receive an email with an attachment, then you will automate taking that attachment, you'll rename it, you'll copy it to a Dropbox folder, you'll then create a Trello card for someone on your team to review it, and then you'll create a reminder for yourself to check that in 24 hours. With all of these desktop or web-based automation apps, they'll often have galleries of examples you can look through, and these can be very useful when you're starting to build that muscle of recognizing just the huge amount of different ways you could apply this.

SIDEBAR - Personal Workflow Automation

A quick sidebar. I wanted to show you one way that I use these ideas. So, I write and record training courses. And when I first started doing this, it was just my voice narrating over a screen capture recording. But about 10 years ago, I got to film my first course with some live action of talking to the camera. And to do this, I went into a studio with a crew of four other people. One person was operating the camera to keep focus on me as I moved around, someone else was running the sound, there was a teleprompter operator, and a floor manager who also ran the lighting. Fast forward to these days, and when I record live video now, I don't have a crew; it's just me. So, I have a camera that locks on my face and can keep focus automatically. I have a robotic slider if I want to add some

motion to the video. If I need a teleprompter, there's an app that uses speech recognition to automatically keep the script in the right place. And these are just the physical devices you could see here. There's also other automation happening on my computer. So when I finish recording a clip, it'll take the audio from my microphone and automatically run it through an application to clean it up, remove background noise, and then even out the volume. It then combines that audio with the video from my camera, and it then imports those files over into my video editor. And there's a few other things happening, too, but basically it's all set up to streamline as much of the tedious manual work as I can possibly do, both in the actual filming and in getting ready to edit. Now, you might think, okay, Simon, but did you just put four people out of work by doing this? Well, no, because first, 10 years ago, the situation where I could go into a studio was a very rare event. It only happened a few times. I had to fly to another state to do it. The studio was used for multiple different things and was often booked one or two months in advance. So even if I wanted to do it and had the budget to do it, the timing didn't work. I may have been ready to film, and the studio wasn't ready for three more weeks. So, I don't think of this as me trying to replicate the studio situation; it's actually the opposite. For me, it allows me to bring the baseline up, to do a better job than I would have done before when it was just my voice talking over a screen capture or a PowerPoint deck. So, all of these options allow me to create better results and do more with less and in less time. And where it's all under my control, I don't have to wait for somebody else. When I'm ready to film, I just film. So these technologies have augmented what I would be capable of by myself. Now, I understand this won't match what you do for a living, but the point is, this was a custom arrangement for me. There was no single application or gadget or service I could buy to fix this. And with any unusual or nontypical job, you have to figure this out for yourself, to think about it, to plan it, and to experiment to be able to get this kind of automation result. And it's still an ongoing process. I expect that a year from now it won't look exactly the same as it does today. But my focus is always to figure out what is most important. For me, that's the writing, the sequencing, the editing of the course, and then figure that out so I can spend my time and effort on that part and automate the rest of it. So, end sidebar. Back to the course.

Introducing Robotic Process Automation

You may know about robotic process automation, or RPA, already. But just for a moment, let's say it was the first time you'd ever seen this term. Because it's not unusual for someone to see robotic process automation and think, this probably means the kind of thing you see in a modern automobile factory with large industrial robots welding metal plates together. But no, that is not what robotic means in robotic process automation. RPA is business-focused. This applies in a typical office environment. It's not about creating physical robots, it's about little independent pieces of software that can help with a variety of repetitive, day-to-day tasks that we do in any typical office environment. But Simon, you might say, if it's just software, why do you call them robots? Why not call them applications or programs? Well, because that doesn't describe them very well. We're not trying to build a new application with a user interface. With RPA, we're trying to create something that's small and is going to replicate the behavior that right now a person would do. So, the type of situation we're looking for with RPA is

when you have these predictable, repeatable interactions between a person and one, or usually more than one, computer application. Now, you may hear the phrase "swivel chair" used to describe some of these situations, any task that involves rotating from one application to another, whether that's actually swiveling between different computers, or even just turning your head a little bit. So, here's the cliche. This is Sam. Let's imagine if you asked Sam to describe his job today, he would tell you, "I wait for an order to come in on the old mainframe system, and when one does, then I take the data and information from that order system and I copy it over into our web-based internal system. Then, I send an email to Joe in the warehouse and let her know. And then I'd log into our inventory database and change the stock number. And then I make a reminder on my calendar to make sure this order is shipped within 48 hours." Sam is using multiple different applications, and it doesn't sound like those applications talk to each other, which could be for several different valid reasons. Incompatible technologies, or maybe one is a custom internal application, but the other has been purchased from a vendor and can't be changed. But it sounds like a good candidate for automating. Because even if this is only part of Sam's job, it's a boring, repetitive, predictable part of Sam's job. Swivel chair work can be something as simple as literally copying and pasting data between applications. But this idea also applies to some larger business processes, like onboarding a new employee, any of the situations where somebody might have a well-worn checklist of all the different steps they have to go through and repeat to make this thing happen. But we can go back to this idea that with automation, we're usually not trying to invent something remarkable and innovative that's never been seen before. We're trying to replicate a dull, predictable, repetitive human task. But if we implement an RPA solution, well, we can expect that task to be faster. We can expect it to operate 24 hours a day, 7 days a week. We can expect it to be more accurate. We can also expect that the behavior of an RPA solution can be monitored and logged in depth, perhaps to identify better ways to do this thing. And we are going to talk a little bit later about the culture aspect of this because you have to consider the employee that was doing this task. If they feel the RPA was implemented to remove some of the tedious, repetitive busywork from their job, that's great. But if they feel RPA is being implemented to automate their job away, that's quite another message. But to summarize, if the process we're looking at in the workplace is something that is repetitive, something that is computer-based, because if, perhaps, a step of the process was go to the printer and take something and walk it over to the laminating machine, well, that may not be able to be computerized, but it may be a manual step in an overall automated process. But we're looking for something that is predictable and regimented and controlled and rule-driven that we can ask exactly how this thing should work and what the different situations are, then that's a good candidate for RPA. But you might wonder, even if we have identified a good candidate process, how do we actually do this? How do we make this so-called robot? Well, if we choose to try an RPA approach, there are several different applications to choose from. So let's take a look at those.

RPA Tools

There are several different RPA tools and platforms to choose from, and your organization may already have a preferred RPA vendor, but first, let's get an overview of what they all typically provide. Now, sure, there's some

differences between the vendors and the words they use, but generally speaking, any RPA solution has three main parts to it. First, the robots. Sometimes they're called robots, sometimes called bots, and there are other terms. Some products call them agents or flows rather than a bot, but still, it's this idea of defining a self-contained piece of software that can replicate a human task. The question, where do they come from, what tool do you use to build these RPA bots, well, the same way that we use an application to create a presentation or a spreadsheet, we have applications to build these robots. So there's applications like UiPath Studio, or Microsoft Power Automate, where we can define these workflows or jobs, specific task sequences, these step-by-step operations, that includes some basic business logic and decisions. Now you might wonder, isn't this just computer programming? Well, there are similarities, but with most RPA tools, you don't need to write code. They're considered no code, or at least low code solutions. They use a visual designer interface where you drag and drop different pieces of functionality in the sequence that you need them and then customize each step within the designer. Now, the instructions do need to be specific and detailed, and sometimes these tools can be installed individually on your desktop or laptop computer, or even on your phone. But with other RPA tools, you just use a web application to design the robots, and everything runs on a remote server. But earlier we talked about using a personal desktop application to create automation that runs only on your own desktop or laptop or phone. But with RPA tools, they're more intended for a team or an organization, so we don't want this automation to only exist on one person's laptop. So we also expect some kind of central location, some kind of hub, if you will, to store, control, and monitor these RPA robots. First, it acts as a central repository. It's a place to store the definitions of them so they're not on your own desktop or laptop, but available across the organization, and they're backed up properly. And this controller part also needs to store credentials so that these robots can be authenticated into the different business systems they need to touch so that there's a way to manage that. And they should also support some kind of version control, so we could change and edit them and keep track of old versions and understand who made any changes to them and when. But you'd also expect an RPA controller to store the details and collect a lot of data about any activity that's happening, when these bots were being used, what results were generated, and flag any errors or unexpected items so that you can get better auditing and improved governance and reporting about everything that's happening. So, these RPA robots, or bots, or flows, they can mimic most interactions between a human and a computer. So they can log onto different applications, create and move files and folders. They can extract data from documents or screen scrape from applications. They can copy and paste data from one location to another. They can complete forms or scrape web browsers to check social media, and so on. Now, there are multiple benefits to RPA. I've already talked about things like improved accuracy and consistency, higher availability, and that a bot can run 24/7, better data collection and governance and reporting about it. And yes, we typically expect reduced costs, whether that's directly or indirectly by freeing up our employees from low value, easily automatable tasks so they can focus on other things. And the RPA implementation itself is comparatively inexpensive when compared to custom software development projects. And because RPA doesn't require any changes to the underlying applications and systems, it's considered non-intrusive, meaning it works with the systems you have, rather than requiring those systems to be changed and interconnected with it. But one thing you might wonder is what happens if we

have a business process that's a little bit more complex than RPA seems designed to deal with? If it's not just moving files around or performing simple data tasks, s there anything for automation to do there? And that's the next step.

Intelligent Automation

Beyond traditional RPA, there is a next level to automation that's rapidly becoming more and more important. Now, because it is a rather new developing area, there are a few competing terms for what we even call it. It's often called intelligent automation, or IA, but it's also sometimes called hyperautomation, and sometimes cognitive automation, or even RPA 2.0. It kind of depends on which business publication you're reading. The definitions aren't completely identical, but they're broadly similar, so I'm going to use the term intelligent automation here, but if you've been hearing the term hyperautomation, for our purposes, it's the same thing. Because regardless of the name, a fundamental idea is that we're building on RPA, robotic process automation, by adding artificial intelligence technologies, like machine learning, natural language processing, and intelligent image and document recognition so that we can go beyond these more simplistic, rule-based workflow processes and create automation that's, well, smarter, more intelligent automation. You see, when we do this, the places that this applies become far more than just these basic swivel chair work of RPA. It starts to apply everywhere. Now, in the previous clip, I started to show a few of the RPA tools and how we use them to define these task sequences, the step-by-step operations with basic business logic and decisions. Sometimes the result is called a robot or a bot or a flow, but over the last year or two, these RPA vendors have started adding AI features in a way that typically doesn't require deep technical knowledge. So, imagine we've identified a business process we want to automate, like dealing with incoming documents, or managing social media. Let's say someone's been given the task to monitor posts online that use a specific hashtag that's related to your organization. And then we need to figure out if any comment is positive or negative or neutral. So, does that comment need a reply? Does that comment need a like or a retweet? Or does this comment over here seem like a public relations disaster waiting to happen? Now, with traditional RPA, you could make a bot to manage some of this social media workflow process, but you'd often want this human intervention stage where someone would actually look at each comment and make a judgment about it. But these days we have other options. You see, the main RPA vendors have all added artificial intelligence functionality. For example, in the advanced licenses of Microsoft Power Automate, within all the drag and drop options we have, there is now an AI Builder section where you can choose from multiple artificial intelligence models that have been pre-trained for common situations. Some of the options here include detecting languages, recognizing text from images, recognizing business card information, or even sentiment analysis, and this is a way to take a piece of text and look at the language and sentence structure to identify whether it's positive or neutral or negative, even making judgments about tone and emotion to identify happy or angry customers. Now to be clear, this might sound easy; it isn't. Sentiment analysis is something that even very recently would have required a lot of planning and custom implementation from software developers with a machine learning engineering background. And now

it's become a drag and drop option in a Microsoft Office app. And you see, the other RPA tools have similar functionality, and they're making it easier and easier to design bots that have incredibly complex and demanding behavior. Now, some of you might be thinking, surely we can't just have anyone start adding all these advanced AI features? Remember, this has always been the way with artificial intelligence. As soon as we figure out how to do something, it becomes unremarkable. It just becomes another thing we can do with a computer. Just as a few years ago, facial recognition was this incredibly complex engineering task; now it's nothing special. People don't think of it as AI or machine learning, it's just how they unlock their phone. So the fact that business users could now use these tools to add document recognition or sentiment analysis or to automatically categorize expense reports, this aspect of intelligent automation, or hyperautomation, this is how we're going to see AI becoming democratized across the organization, not just from huge big budget AI projects and big machine learning initiatives and centers of excellence full of PHDs, but also just from the bottom up, being added into small individual automation situations. But still, the benefits of these situations, again, like the rest of automation, they may be small, but they're cumulative. They add up. Now, I don't want to suggest that all intelligent automation, or hyperautomation, is just using RPA tools with these new features. But it is a good indicator of the way the technology is moving. And intelligent automation can also involve more substantial custom software development and even creating automation routines that are self healing. And what this means is that traditional RPA automation isn't very flexible. If you create an RPA workflow that uses a specific application, but anything about that application then changes, the automation often breaks. But if we have smarter, self-healing automation, it can react and change the way a human would to try and keep that process working. But still, it's this core idea of taking automation and adding artificial intelligence to it. So, to do a brief summary, traditional RPA can be implemented faster. It's been going longer, so the tools here are more mature. And RPA, as we've seen, works with existing applications, it's very non-intrusive. Intelligent automation, on the other hand, is more powerful, but it also takes more effort to identify a use case and make sure you've thought it through. It's more difficult to design and implement. So, it does require more testing to make sure that you've thought about every situation. And it's also more expensive because artificial intelligence behaviors are much more resource-intensive. So even though it might be simple to add one by dragging and dropping, you may be paying more based on how often you actually use that functionality. But one distinction is that intelligent automation isn't just about one step in a workflow that becomes smarter; it can also refer to the idea of designing automations that are much more substantial, that are more complicated end-to-end processes, and where even the term bot may not be good enough anymore.

Digital Workers

Another piece of jargon that's becoming more and more common in the automation world is the idea of a digital worker. Now, a few years ago, if you'd said digital worker, most people would think you just meant any employee who deals with computers or computerized information. But these days it's become something else. If we think of traditional RPA is where we create robots or bots, then with intelligent automation, adding artificial

intelligence, we can end up with the idea of a digital worker. It's the next level of bot. So where a bot is focused on one specific task, a digital worker could manage multiple parts of much more complex, multifaceted situations and manage them from beginning to end. As one example, many businesses need some kind of onboarding process for new customers, and there's great potential for automation here because onboarding is and should be a formal, repetitive, predictable, and rule-driven process. So, onboarding a new commercial client might include, well, first, the stage where that potential customer is selecting between different products or services. Then, they decide to actually initiate onboarding. There'll be requests for different documentation based on what they're asking to do. Some kind of background verification stage. There's often terms of credit or accounts payable agreements to decide. Now, after those are decided, actually creating those unique legal agreements, legal involvement, approval, due diligence, we hit the stage where they set up accounts. We need to hook that new customer into the system and connect them with their representatives. Some kind of ongoing client management, perhaps then analytics and customer support and monitoring. Now, with basic RPA, you might create bots to help with specific pieces of this story, like having a bot to automatically set up the new accounts and create the right entries in the internal systems. Or you can have a different bot to help with the early stage of a customer making contact, making sure we're adding them to the customer relationship management system, perhaps generating some internal tasks to make sure they will be contacted, or send a series of onboarding confirmation emails to that customer. But those two RPA bonds, these will be completely independent and unaware of each other's existence. And this is still useful. But if we take this upper level from RPA to intelligent automation, now able to add machine learning, natural language processing, document recognition, then instead of just a few bots to help with specific parts of this onboarding process, we can think more of this digital worker idea to potentially oversee the entire process, and often in conjunction with a human employee. So at the very beginning of this, we might use intelligent chatbots, using AI for natural language generation, to help guide the customer to the right products based on their objectives. As they proceed to the documentation request stage and they're being asked to upload scans of IDs or bills or contracts, we could use intelligent document recognition to examine those uploaded documents in real time as they're uploading them. So even if it's 2:00 a.m. in the morning, we could immediately say, hey, that document you just uploaded was missing a required page, or recognizing when something hasn't been signed, and allowing them to correct those issues right then and there without waiting days or even weeks to hear about a problem. We might automatically and instantly match their data against reference data sources, like credit databases or public company records to support the background checks. Now, I'm not going to go through every stage here, but I hope you get the idea. We move from individual RPA bots into looking at the entire onboarding process management, prioritize different aspects of this, monitor the overall process, and escalate any exceptions. And it can make this workflow faster, more accurate, more available with better data for governance and compliance and analytics. Now it's true that some companies who are in the automation business will even refer to digital worker as your virtual employee and talk about having multiple digital workers as a digital workforce, but in most situations, digital workers aren't often meant to replace a human employee, but to augment or supplement one and act almost as

an assistant for a specific job, even being able to ask questions and then perform tasks on the employee's behalf.

Automation Strategy

I've said a few times that when you're trying to automate an existing business process, many of them aren't exciting. They're often going to be small, a little boring, a little dull, and it can be easy to be unimpressed and go, oh, big whoop, you streamlined your expense report process, or, oh, you made it a little quicker to respond to social media comments, wow. And yes, first, that is the kind of thing you're looking for. It's kind of the first goal of automation, as I said at the very beginning of this course was to reduce the amount of repetitive work, to find those dull, repetitive tasks, so you can free people up for more high value work. So, they often won't feel like a big important project or technologically advanced or innovative, but they add up. I want to finish by talking about this idea of automation strategy. So, whether you're helping to define a strategy for your organization, or you need to understand the strategy that's already in place, or even recognize that there isn't a strategy, one common issue is that because automation is often implemented on teams and projects first, before there is an actual organizational strategy around the tools and the vendors and the security and the data management and the kinds of tasks that should be automated, you often end up with islands of automation within an organization where there are pockets of knowledge and different approaches to doing this. And many organizations these days kind of deal with this by having some kind of central team or initiative that the rest of organization can contact. It might be described as an automation best practices team, or even a center of excellence. And depending on your organization structure, it might be a specific dedicated team within the org chart, but it can also be just an informal collection of named individuals who have been working on automation projects in different parts of the organization. But there's a lot of value in having these points of contact and having people that have already worked through some of these issues who can share best practices about making this happen, how to implement it, how to push it out within the organization, and how to communicate successfully to the people it's going to affect. So rather than provide a strategy, I do just want to go over a high level of the kinds of things you should expect any automation strategy to touch upon. First, how are you going to identify the process to automate? And when you examine an existing business process, is it as good as it could be? Because if you're going to model and replicate something, well, like anything else in computing, it's garbage in, garbage out. If you automate an existing bad process, you just end up with a faster bad process. So if need be, be ready to have a policy to improve the existing process before you automate it. Now on top of that, how are you going to involve the current process owners? What are the impacts on them? And is it worth doing this? And when you're starting to describe an automation, it's very much worth describing the business case in plain language. Why is automation going to help? Are you mainly looking for benefits and cost savings? Or are you mainly trying to avoid pain points, trying to reduce the number of errors or improve customer response time? And what are you going to do with the current resources if this works? We then figure out how you're going to build it. What people are you using? What vendors? What tools? Do you have policies around data storage? Do

you have to think about certain aspects of governing that kind of information? This, of course, is going to involve a lot of your IT people at this point. And in planning any kind of rollout, you should consider if there's going to be a proof of concept or some kind of pilot, or is the process small enough not to need that? And if it succeeds, what about the current staff? Are they going to be retrained on the new process? Are they just going to be freed up to do new things, or do you perhaps need to upskill them into something new? And very importantly, what metrics are you going to measure? You see, a common situation is that when you automate an existing business process, let's say you automate something to do with customer support. You then create a situation where any issues that don't fit in the new automated process are the unusual and more complicated cases, so they get elevated to a person. And what that means is often your employees who were dealing with all kinds of customer issues, from the easy to the difficult, are now only dealing with the more difficult ones. And apart from potential morale issues, that means the average response times are likely to get worse. And if response time is all you're measuring, you may even mark this as a failure when it's anything but. So make sure you are considering the metrics when you automate anything. But one thing to consider about this, an idea called the paradox of automation, which says that over time as any automated system becomes more efficient, humans are less and less involved, but, and here's the paradox part, that smaller and smaller amount of human involvement becomes more and more important, more and more critical. So, have you figured out how you're going to elevate those few situations that do need a person involved? Now, I said early on that one of the biggest misconceptions about automation is that it's all about cost. It's all about productivity and reductions and headcount. It's not, we can get speed and quality improvements, we can get reductions in errors, improved customer support, better governance, better data collection. And there's a lot to be said for focusing on those aspects, but as much as anything, there's a strategy that applies to everything from the team to the organization to the individual, which is to not think about automation as always requiring these huge projects and major initiatives and expensive projects with buy-in from various stakeholders across the entire org; think of it as more part of an everyday approach with more and more people feeling empowered to use these technologies. But does it still need technical support, and education, and even a shift in attitudes? Sure. But one thing that is only going to increase over the next few years is this continuous rollout of AI and machine learning features into more intelligent automation, and affecting more and more roles. So, being able to make use of this, and thinking about how automation can augment and supplement what it is you do, whatever your role, is going to be an incredibly valuable and incredibly important business skill to have. But with that, I hope you enjoyed the course. I'll see you in the next one.

TQ Automation Aftershow

Automation Introduction

Welcome back to the virtual TQ HQ! I'm really excited today to talk about automation, and as is the case with most of our topics here in the TQ HQ, automation is a really broad topic, but I'm looking forward to learning a lot, and I hope you are, too. So thank you for joining me. And Paul, excited to have you back as my co-host! -I'm really excited for another great TQ topic, Sarah. So, let's get into it. -Yeah. And I think today we have the most experts joining us than we've ever had in the TQ HQ. It's getting a little crowded in here, but I think we've got a great group of people to join us. -Yep, the room is a little crowded, but that's what's good about the digital space we're working in. I think we have 13 experts, if I counted right on the call, maybe even some surprises. But it's going to be really good because we're going to get so many different perspectives on a topic that's really critical to our strategy in Accenture and what we do with our clients. -Yeah, and I was thinking maybe we could have like some kind of automation magic to help us get through all of the speakers, but I don't think that's quite ready yet. So we're going to just take a little bit of a different approach in a few different segments in today's call, but I think it's going to be a great show. -Yeah, and I brought some of my automation friends with me here, too. Since we're talking about automation, we've got some robots and other friends, in addition to our guests. But no other magic for you, Sarah. I think the human experts are going to be the ones, and that's going to be a theme, is the human experts on the program are going to be the ones that really bring this to life for us. So, no special magic. -Okay, I'm glad you said that. I thought you were going to say a robot was going to take over my role, and I got a little nervous there. But I do have to say that --- -Wait for the for the next TQ episode for that. -Okay, sounds good. Thanks, Paul! Well, I was going to say, my favorite part of the show is going to be the last part where we get to play a game, and I get to buzz some of our speakers if they say the words that I tell them they can't say. And I was thinking maybe I could buzz you today, Paul. What do you think? -Yeah, no buzz words. Let's just get on with the program. -Okay, we have a lot to cover today. Before we get into it, though, let's introduce all of our guests that we have here on the TQ HQ. On the first segment of our Aftershow, we have Rajendra Prasad, better known as RP. RP is our Global Automation lead. We're also joined by Lan Guan, our Applied Intelligence Global Solutions AI lead in S&C. And last, but certainly not least, we're joined by Soumala Sarkar, who's our technology growth and strategy lead. RP, Lan, Soumala, thank you, and welcome to our TQ automation Aftershow!

Accenture's Automation POV

Well, let's get started. RP, let's start with you. So, we're talking about automation, and Simon, as he always does, did a great job explaining what automation is. But I think every time we talk about automation, the first thing people think about is how is this going to affect people? So maybe you could take a little bit of time, RP. Talk to us about how Accenture views automation. -That's a great question, Sarah. And as you and Simon mentioned correctly, right, automation and what we do on automation anchors very much our own people, change management, and the jobs that people do in each of our day-to-day jobs. Automation, the way we approach in Accenture is, from a strategic perspective, impacting both of our clients, as well as our own work, what we do within the organization. Automation is going to be the biggest source of value and growth that we bring to our clients and the delivery that we do on a day-to-day basis. The way we approach automation, I call it as a human

plus machine combined, human plus machine integrated automation implementation, automation creation approach. People is at the center of what we do in automation. When we approach automation this way, you know, any technology trend and evolution in the past always left a fear that, oh boy, when they get a new technology change, the jobs will go away, and automation doesn't do that. Automation, in fact, creates more opportunities and more expertise, more skills that will help you to do jobs more efficiently. I'll just tell you a quick example, right? For every work that we do with our client, there's something called ticket automation when we do. When we do ticket automation and the capacity that we get out of automating repetitive tasks will help us to build what I call as technology advanced automation, like cloud native and cloud automation, that we can help and take it to our clients. So in summary, this is a great part of our differentiated, as well as more technology and skills creation opportunity from automation. -Well, that is refreshing to hear. I think it's a really interesting perspective, and I think everyone is probably relieved to hear a little bit of that. It sounds like not only are we not getting rid of people, but this is going to open up tremendous opportunities for people, which is exciting to hear. So, it sounds, though, like it's going to be a pretty significant shift. Do you think everyone is ready for this? -Every organization and every client CISO discussion that I do today, automation is at the center of what we discuss. And yes, every enterprise, every organization is ready. And this is more critical as we went through, as we are still going through this pandemic situation, and this will create more opportunities, more efficiencies to drive the efficiency in the field. The way every organization approaches it, through a maturity journey, what I call, as you know, starting with basic individual script-based automation. Then, take it to industrialized automation. Then finally, data-driven, AI-infused automation, which is an intelligent automation. So, every organization, every enterprise goes through this maturity spectrum of driving automation from individual to industrialized to intelligent automation. -Oh, that's interesting. So it's not an on or off type of thing, it's more of a journey, or a trajectory, would you say that, Paul? -That's exactly right. And I think RP's hit on some really important points. I mean, this is about the people plus the technology, or the way we say it at Accenture, it's about human ingenuity plus technology, everybody's heard that before. And that's really what automation is about. I think about it is as giving people superpowers. You know, that's what we're doing by giving them the tools to do their jobs in such more powerful ways, and that's how we can really differentiate ourselves and do more for people, or more to equip our people to drive more value for clients. And it is a continuum. And everybody should know also that RP is actually writing the book on this, on intelligent automation, something people should be on the lookout for not too far down the road. And it talks about this continuum from mechanizing and basic automation to robotics, to cognitive automation. You know, there's levels we can take this to, and it follows the progression of technology, and more and more advanced technologies that we apply to build these advanced automation capabilities, intelligent automation capabilities, and really create these superpowers for people. -Wow. So, well, one, I love the idea that we all have superpowers, Paul, so thanks for introducing that. And RP, we'll help promote your book if you give us a little kickback on the show. We like to promote our books on the show, so we'll look forward to that book coming out.

Automation in Action

So maybe we could talk a little bit more about the spectrum or the journey, and Lan, maybe you could talk to us about how do we really get our clients to go kind of all the way to intelligent automation? -Well, Sarah, that is indeed our goal, right? Going all the way to intelligent automation. Ambitious, but actually doable. So, we bring our clients intelligent automation and help them become an intelligent enterprise, but the trick is we have to work with specifically within their own unique maturity level, as Paul and RP mentioned. So, what that really means is there's no one size fits all. It's a hard journey, and we need to tailor our intelligent automation solution to clients' specific needs and meet their own business objectives. In other words, the progression path needs to be more intentional. It doesn't just happen over time. It doesn't just happen randomly. It doesn't happen naturally. The sad truth is purely relying on mechanization, you were running to the diminishing marginal return on automation very quickly. That's my personal experience. Using cooking as an example, because I love cooking, right? That's why we believe intelligent automation is almost like the more elegant icing on the cake, you know, icing on the cake type of the answer of the future. So, unlike RPA, intelligent automation provides the capability to automate non-routine tasks. In addition, it can also tackle processes that require judgment, intuition, creativity, persuasion, problem solving, all the things that humans would love to do. In this case, basically, intelligent automation allows humans and machines to work together very, very seamlessly. It is essentially a cognitive technology that features what we call human-like capabilities. -Wow! So that's interesting. I think that's surprising for me. As you think about intuition and creativity, that's really exciting. So can you bring it to life with us? Maybe a couple examples that you have? -Of course. Sarah, I love examples. So let me start with this example, a very large utilities clients in the U.S. who came to us with a very tough question, Sarah. How can they use automation to reduce the risk of wildfires around their physical assets in the field? As you may know, Sarah, wildfires in theU.S., like the West Coast, especially, is a huge problem. In the past, fire prevention crews at this client, they had to do the manual way. They had to do the old, traditional way. They have to send their repair crews to remote locations to inspect the thousands of physical equipment, such as power lines, transformers, overhead capacitors, one by one, mile by mile to detect damages or hazards that could cause a fire. For example, overgrown trees, overgrown vegetation around an electric pole. But the human eye has its limits, as we all know, and the sheer volume of assets to inspect would not guarantee that every red flag or even yellow flag could be spotted before disaster struck. So, how about this? Sarah, this is what we did. We provided an AI-based computer vision solution, essentially an artificial eye and brain working alongside humans to improve the risk detection. Our data scientists, speaking of intelligence, they then dive into a repository of nearly two million images and build deep learning models that can actually determine if the asset is damaged. And the recommendation can be used to predict a fire risk. In addition, the solution also allows our experts to interact with the AI through a user interface. They can provide feedback, they can check the work of the AI, and help AI improve its detection capabilities over time. So, in this example, maintenance crews, now they can be deployed not to every single location. They can actually be deployed to locations more safely and effectively because of the help of AI. The utilities clients, in this case, are super happy because the solution allowed them to increase safety, to mitigate wildfire risk, and also minimize service destruction to its customers, which is what they really, really care about. -Wow. I mean, that is an impressive example. Not only is the client happy, but think about the

tremendous impact that that would have in saving lives. That's an amazing example. That really helps kind of bring it to life, as you said, too, in bringing together the human and the machine and thinking about how we work together. Thank you for sharing those. Those were really impressive and really brought to life what we can achieve with this.

Automation and People

Yeah, I think that what we just talked about is actually a great example of the power of automation. If you think about the history of human civilization, it's really about us automating, from irrigation, to printing presses, to steam engines, and it just so happens that right now the primary technology around automation is computerization, digital, and things we're doing. And that's why this is so important. It's about us improving the way we work, improving the way we live, and using the human capabilities differently, and enabling people to do a higher-skilled job, but they need help and support to do that, which is why the work we're doing around rescaling, the work we do in our town and organizational performance practice and in areas like that is so important. And we're doing a lot of great work helping our clients help their workforces adapt to these changes as well. -Yeah, I think it's a great illustration that this doesn't make people unnecessary by any means. It gives us more opportunity and really refocuses what people can actually achieve and what they can do. -That's right. And you know, and speaking of books, I wrote a book on this a little while ago with Jim Wilson called Human + Machine. -I hadn't heard of that book, Paul. I didn't know about it. -And in there, we talked about this issue. It really is about the learning and the reskilling. That's why we're so committed to that at Accenture, to continue to build and improve everybody's skills at Accenture, so all of us have that opportunity, but also in the communities we live in, and also a 360° value, which we've heard so much about from Julie Sweet with our new strategy. That's really important so that, again, as I mentioned a minute ago, we're helping our clients help their workforces be effective and make the right transitions as we deploy the technology.

Automating Accenture

Yeah, and I think as we think about what we're doing for our clients, I know we're also doing a lot of things to automate ourselves, and we are on our own journey to intelligent automation. And Soumala, maybe you could talk to us a little bit about that. -Thank you, Sarah. And I'm very happy to speak about intelligent automation. And first off, intelligent automation is a key part of our strategy, not just for our clients, but as well as for ourselves. And our intent is to have our people work on more complex and value-based activities. And one major way to accomplish this is by freeing our people from repeated manual tasks and processes that can easily be automated or be eliminated through self service. And we are seeing more and more of that in almost every system that we implement, not just for ourselves, but also for our clients. For example, if you have been around for a while, you will notice that a lot of our HR processes are becoming self service, and we are doing that by eliminating the need to talk to our HR representatives for tasks as mundane as changing the people lead or for PTO approval, among a few. And what it really does, it frees up our HR team to handle more complex and

time-sensitive tasks and be available to speak to us when we need them the most. I want to give another example. So in the past several months, the demand for our services in technology and elsewhere has accelerated dramatically, and our recruitment engine is running at full throttle. In technology, our screeners are actually using intelligent CV matching that leverages our unique digital screening solution. So our CIO team in collaboration with the Human Capital Analytics Team built a unique solution that uses advanced analytic techniques and NLP and provides the advanced search capabilities to enhance the screening process. The analytics engine then recommends and helps match the potential candidates to the open demand. And it is integrated with Accenture's application tracking system, and it is customized to best suit the needs of the screeners and our recruiters. So in March alone, I think more than 8000 CVs were tagged using this solution, and we are continually refining the algorithms to make it better and better every day. Secondly, I think you will hear a lot about myWizard, SynOps, myCulture, to myNav, myIndustry, our suite of automation platforms and assets. Yes, we are using them to help bring innovation to life for our clients, but it doesn't stop there. So, what we are doing, we are using these platforms for our own IT operations. Our CIO team implements automation across all our systems by leveraging myWizard and myNav extensively. So with that, over to you, Sarah. -Yeah, and Soumala, I mean, it's pretty impressive, and I'm not saying that just because I'm in CIO. I didn't ask you to promote that, I promise. But it is pretty impressive, I will say, of the work that we're doing across Accenture and really becoming a credential for our clients as we think about all of the automation work that we're doing within Accenture. RP, maybe you have another example you could share with us. -One specific callout I want to do is in the beginning of the pandemic across our delivery centers, we had to track our employees' safety, their availability, ability to work. We did a very simple, yet powerful automation to reach out to every employee in a very short span of time using what we call as myBuddy as an automation service. And many of you might have experienced that in different tracking actions that we do within the system. It just comes very silently on your screen, pops up, and asks you a few questions, and captures the data. This is very, very critical, and the way we established connectivity to all our employees across the globe, making sure that they're safe, they're able to deliver productive work, and be able to take care of themselves, and we have a confidence in that that we accomplished through this automation solution. -Yeah, that's another great example. Paul, what do you think? -Now, I think those are fantastic examples, and I think we've covered a broad set of ground here. We just talked about some examples of how we use automation in our own business, and that's really essential. That's the way we're going to keep driving our business forward is by looking at how we automate and do things better every day and create those superpowers inside of all of our employees. We heard great stories about how we use automation and take it to our clients. And I think we're going to continue to hear more about those two themes as we move on to some of the other segments that we have within this unique TQ episode, as you said, Sarah. -Yeah, and we could continue and talk for hours about this, but I think we're going to have to cut this segment a little bit shorter. So thank you, Paul, RP, Lan, Soumala, for joining us on this segment of the Automation Aftershow in the TQ HQ. I really appreciate all the examples and stories that you shared. It really helped us bring it to life. So, we're going to pause now for a quick commercial break, but don't go anywhere because we're going to come back and we're going to talk about our automation philosophy. So, we'll be right back.

Commercial Break 1

Hi, I'm Mona. I'm a claims processor for a large insurance company. Accenture came in and automated the way we process claims, and at first, I was worried. What if this automation eliminated my job? What would I do? Well, I can tell you now that automation is here, I'm thrilled. Automation sped up our claims processing times by 100%, and I still have my job. Now most of the claims get processed automatically, and I never even have to deal with them. Instead, I focus only on those claims that the system can't handle, the complex ones that need a human to make some decisions. It used to take me about five minutes per claim, and now it only averages three. And what used to be a seven-step process is down to two. Automation; it gave me a chance to do more engaging work.

Accenture's Automation Strategy

Welcome back, everyone! In this segment of our Automation Aftershow, I'm joined by some new guests, and I have a new co-host. My co-host for this segment is Ramnath Venkataraman, or better known just as Ramna, our Integrated Global Services lead, which, as I understand it, is a lot, and we're going to get into that. So, welcome, Ramnath, thanks for joining me! -Thank you, Sarah! You did a great job of pronouncing my last name. I'm impressed! I'm really impressed. -Thank you. I worked hard at that! And I'm really excited to have you as a co-host. First, I want to understand a little bit more about your role. So we said the integrated global services. As I understand it, that includes a whole lot, such as our advanced technology centers, which we used to call our delivery centers, that sits within your scope, but also all of our major automation assets, so the myWizard, myConcerto, myNav, myIndustry. I mean, that's a lot. Did I get all that right? -You got all of it right. I'll add a little more to what my role entails. But before I go there, can I tell you how delighted I am to be in TQ HQ? I've had a few achievements in my life, but I feel I've arrived now being interviewed at TQ HQ. -I think you have! You're right, this is it. -Yeah. So on my role, it's a broad spectrum. It's something that gives me a breadth of responsibility, which gives a view of how we are doing the best for our clients every day. You spoke about a number of things around advanced technology centers, the assets around automation that we built for our clients, which is really gleaned from years and years of experience, driving thought leadership and innovation for our clients. A couple of other aspects that are part of my limit which really adds to what we're doing for our clients is what we do with the industry dimension. Driving sales and solutioning. And if we come back to the topic which is really focused around assets and automation, it's really something that's at the heart of how we innovate and drive differentiation. It's what makes us, like Bill Green used to say, the secret sauce, and at the heart of our secret sauces is our assets and automation story. And it's about building intellectual property. We've got so much that we've done with our assets, we've got 61 patents that have been granted to us just on myWizard alone. We've got 15 patents on myConcerto. We just got our first one on myIndustry, all the assets that you named. So it's really harnessing the part of what we have, putting it within a box, and creating that secret sauce, which is our intellectual property that helps us drive the differentiation. -Wow. That is impressive, and I know we're going to get into a lot of that and what it really means, but just those number of patents alone is impressive. So, I can tell Ramnath, you are the right person for this co-host job, so thank you for joining me. And we have a couple of

other great people joining us today to talk about automation. Manisha Dubey, from our Operations Business Transformation Practice, and David Golding, our Global Technology Delivery lead. Manisha and David, thank you for joining us on the TQ HQ. -Thank you for having us, and I'm absolutely delighted to be part of this. -Equally delighted to be part of this, and equally delighted to have made my way finally into TQ HQ. So, thank you very much. -Yeah, I'm glad you guys found your way here as well. So, we have a lot to talk about. And so I thought we could start with something that Paul talked about in his intro, which is really around our approach to automation, and how do we connect that to the broader business strategy and purpose. So, how do we take technology, make it useful, and integrate it into the way humans work to take advantage of both the best that humans can bring and technology can bring. Ramnath, maybe you can start us off with that and talk to us a little bit about how we're tying automation into our strategy. -Absolutely, Sarah. And I'm going to bring in not just what Paul said, but also something that Simon referred to. If you think about it, we should start always with the business strategy. That should then lead into what our people strategy looks like based on that business strategy, and our automation vision needs to dovetail and fit into that overarching story, whether it's for our business or for the people. And I'm going to use clients and Accenture to really narrate and talk about how we bring this to life. If you talk about clients, and Simon spoke about this really, really well, what our clients are trying to do is make sure that they're running critical processes more efficiently to drive value. You don't want to drive automation for an inefficient process. You want to get to the right outcome from a business point of view, make sure that you're doing the right things to set the process in a good place, and then automate it to drive value. And that's really what our clients are focused on. What does it do? It really makes sure that not only are you adding value for your business, but you're also focusing human talent on the right parameters, which means that you're freeing up human capital to do higher value added components, right? Now, how does that translate, and how do we make a difference in helping our clients achieve this objective? We come in, we drive all the transformation for clients, and as we drive the transformation, we look at specific components and look at significant automation that can drive quantum value. So, it flows from business strategy through to the people strategy, driving in the automation vision, which we then focus on, making sure that we are aligned with our clients in achieving business value. At the end of the day, this all needs to result in some specific business outcome. For our clients, it's in better, more efficient processes through quantum productivity. And for us, it's focused on making sure that we continue to remain extremely competitive while we also add to our bottom line with better profitability, which means better CCI for us. -I love that, this idea of starting with the business strategy and the process, and I love that concept of automating an inefficient process is not really going to help you do anything except make an inefficient process faster, so there's not much sense in doing it. And keeping people top of mind, enhancing lives as we think about this, is really important.

Bringing Automation to Life

So, Ramnath, I'm going to guess, this all sounds really interesting and easy, but I'm going to guess the hard part is actually defining it and implementing it. -Now, I did the easy part of articulating this. I'm going to call on the

intellectual giants that we have on the call along with us to really talk about how we make this work for our clients. Let's start with David talking to us about the technology side and really bringing it to life. David.
-Ramnath, thanks for that. I'm not sure anybody has ever described me as an intellectual giant before, but we'll give it my best shot. Ramnath talked about automation and really driving business value. I mean, across Accenture, we have a massive collection of assets that allow us to drive automation, drive discovery, and drive real business value. It starts with research and development. We invest a huge amount of money every year through our delivery centers, research centers through the Liquid Studios to really build capability and tooling. Ramnath talked about the the patents and the IP, and this comes from fundamental and applied research, and frankly, experimentation on automation to help us understand how to navigate and build the journeys. The next step in automation is rediscovery. And again, Ramnath referred to automating with a purpose, automating things that should be automated. There's actually no point automating bad processes. That's a fool's road to go down. So you really have to discover, discover what is automatable, and we have across Accenture a range of really world-class leading edge discovery tools that allow you to look for standards, guidelines, blueprints of what should be best automated. Having discovered what you can automate, then you have to automate, and that's the really value adding part. And we have a range of fundamental automation platforms across Accenture that really drive client-facing automation. So you've all heard of them? MyWizard, myConcerto, SynOps, myNav, and a real recent addition to the stable platforms is myIndustry. All of these platforms are super client-facing. They're in our clients' business, automating every day. The original and first of these was myWizard, and it's still there. It's a passionate part of my job. It's growing every day. And as the responsible lead technology, myWizard is a fundamental part of what we're trying to do with all of our clients. It helps us create, implement, and measure enterprise-wide automation. It helps us infuse AI into everything we do with automation, and it really helps us to take a client through the automation journey from start to end, allowing us to automate at scale and deliver value at scale. And to bring that to life, I mean recently we've done some huge automation works with North American clients in the pharmaceutical space, redeploying very large scale, very large scale automation, RPA, AI infusion, AIOps, almost 15,000 tickets eliminated, either through automation or optimization, 200,000 man hours saved by deploying RPA bots and AI conversational techniques, and really bringing significant levels of end-to-end automation in their whole clinical trials business. Very important for them, very important for us. So it's a hugely impressive collection of assets that we're working on every day to to enhance, and we really need all of you to get these assets out with our clients where we can deliver the most value. So I think that is my summary of really quite leading edge capabilities now. -And it is exciting, David, when you talk about all these capabilities that we have. I think a lot of us have heard of them, but then to actually hear those stories of how we're delivering the real value and the results that we're driving for our clients is really just tremendous. And, of course, I remember myWizard, hearing about it when it launched several years ago, and it sounds like we're just continuing to build upon it, and it's getting better and better. -Yeah, every day, continuous improvement, real client stories, and what we really need is everybody in Accenture that's working on automation to really grasp the opportunities that myWizard and other technologies give. These other platforms, myConcerto, SynOps, myNav, and myIndustry, powerful in their own right, across our clients' landscape. Really, really important.

-Perfect. Well, we all have our marching orders, and we're all going to learn more about this. Ramnath, what do you think? -That's a great articulation of what we're doing in the technology space. We're really keeping our clients at the heart of what we want to do from a value add point of view and from a differentiation point of view. We're doing something really leading edge in the operation space with the process side, and David alluded to SynOps. Manisha, can you tell us a little more about what we're doing with SynOps? -The first thing we need to know about SynOps is that it is truly grounded in the human machine model. It was designed specifically for us to be able to help our clients in managing and managing the interaction between the people and the technology in their business. Now, what it does is it optimizes the two key workforce, the human and the machine together, and enables a client's journey to intelligent operation. What that means to us is that basically we are transforming every single business process of our client, both at a functional, as well as at the industry level. Now, as they say, this is what we call as a more perfect union that will really help us to have a very synergized workforce through SynOps. -So Manisha, I hear that, and it's really interesting. So, bringing the human and the digital together, or human and the machine. So clearly, there's going to be some efficiencies that we gain there, but I'm guessing there's other benefits that we could also get -Absolutely, Sarah. The key for SynOps and the value that it delivers is the data-driven insights that it uncovers. Now, these insights basically help us to be agile as we respond to the business changes and the dynamic business environment. But while we do that, it absolutely enables us to deliver best-in-class business outcomes for our client. Now, what that entails on ground is three key things: benchmarking, process diagnostic, and analytics. A combination of all these three really helps us to deliver and drive the client's intelligent operation journey. Not only does it help us to drive that, SynOps as an engine is agnostic to system. Hence, it can work on multiple ERP, it can work on multiple platforms, industry assets, as well as legacy systems. -And I know all of our viewers, Manisha, as you're describing that, think back to previous TQ shows where we talked about data and AI, so once again, it's bringing all of those capabilities together, and now we're talking about that with automation. It's really powerful. I think David and Manisha, both of those examples have been great. And maybe we could touch on one more, MyConcerto. I think that's another one we hear a lot about. What could you tell us about that one? -Yeah, let me take you through myConcerto. So when we talked about SynOps in the operation space, I spoke about myWizard in the services space within technology. MyConcerto really is about enterprise transformation automation for our clients. So, how do we take large-scale SAP Salesforce, Oracle, Workday projects to our clients that involve large-scale entering business data and process transformation. It allows us to bring automation, knowledge capital, business processes, both functional and technology to our clients in a very consumable and dynamic way. It brings all our best practice and thought leadership industry by industry to our clients. But above all, it allows us to really engage digitally with our clients. We want to do away with Excel spreadsheets and PowerPoint presentations and teams kind of making up the delivery lifecycle as they go along. What myConcerto provides is really a framework for delivering transformational projects to our clients in a digitally-enabled way with Accenture's best views on industry templates embedded. So, I think it's really important, again, part of our ability to deliver a differentiated large systems implementation transformation journey, and it's very critical for our future in that space. So again, this is an area we're investing hugely in. It's an area that's massively important to us as a firm. And again, those of you

working on large-scale transformation programs in the platform space really ought to be looking at the facilities and the services and the operations that myConcerto can support. -Yeah, it's impressive how much capability it just brings into the hands of our people to bring to our clients. I think myConcerto is really impressive. And all of these tools just continue to evolve as we do at Accenture, continuing to improve them, and actually evolve them, and adding new tools as well. So, Ramnath, I think there's a couple more that we wanted to talk about. I think you mentioned myNav and myIndustry. Could you touch on those? -Sure, Sarah. You know, myNav has been covered quite a bit in our TQ sessions. It's really featured in everything that we're doing around cloud, given that it's our biggest priority right now on what we're doing in the marketplace to help our clients. MyNav continues to really get better and better every day. We're doing simulated environments of how you can design, architect, and help our clients migrate loads onto the cloud in a highly automated manner, and it provides this with a jumpstart kit. It's getting better with a talent advisor getting added to it. It's a great model, I just love it. And everybody has already heard about the Green Cloud Advisor as we help our clients drive their sustainability agenda. So, a number of things that are on myNav that comes together from an automation point of view. The other assets that you refer to, myIndustry, David spoke eloquently about myConcerto, which is really the enterprise side of how we're helping our clients as far as the industry agenda is concerned. MyIndustry is doing everything in the custom platform, so which are in the three specific platforms. And in helping drive jumpstart automation kits as clients help implement those platforms, both with third-party assets and our own assets, bringing in the power of our ecosystem partners, and then helping run as they migrate onto that platform is really what myIndustry does. A great example of that is we have a client in North America who was getting onto a commercial lending platform with the objective of reducing how quickly they process their loads. And our myIndustry asset provided the automation kit for them to help migrate very, very quickly as a jumpstart asset, and they're now making decisions on lending 50% faster than what they used to. So that's really the power of what myIndustry brings to the table, and we'll have this life for all 19 industries now. -Yeah, the results that we can deliver to the clients is truly amazing. All of these tools that we have just continue to evolve, and I love how we're bringing in the human side as well, like the talent advisor in myNav, really impressive. So we're going to continue to talk about all these assets in the next segment of the Aftershow, but we're going to have a little fun with a game that is really going to be exciting, and there's going to be even more guests on that segment. So, unfortunately, we're going to have to cut our time short today. But thank you so much, Ramnath, for being an amazing co-host, and David and Manisha, thanks for sharing your expertise with us, and maybe we could have you back someday. I love having you at the TQ HQ. Thank you! -Absolutely! Thank you. -Thank you! -Thank you! -Okay, well, that ties up that show, and we are going to have another commercial break for you. So take a look at this, and we'll come back soon.

Commercial Break 2

We've all been there. You're mingling at an event, and someone asks what you do. You start to explain, but you quickly realize you can't stop using jargon and buzzwords. They're just falling out of your mouth as your guest

gets glassy-eyed and falls into a trance. Don't let this happen to you again! Instead, try clear communication. Yes, clear communication. It uses simple explanations, common words, and basic human speech to share big ideas. By talking like people instead of consultants, we can make our clients feel 50 times smarter. And studies show that clear communicators are liked 30% more by clients. Clear communication: Try it today!

Accenture Automation Assets Game

Well, welcome back everybody! I think that commercial break gave us a little insight to what we're going to talk about in this next segment. And it might seem a little bit odd to talk about how we can have clear communication, and I think the commercial said basic human speech. So we're going to have a little fun in this final segment of our Automation Aftershow. And as we like to do in our aftershows, we're going to play a little game. And I have a co-host for this section, which I'm really happy about. Phil Hazen is going to be joining me, and Phil, you're going to help me as we go through this game, and you're actually going to be the judge of the game. -Well, hi Sarah, happy to be here. And I know being a judge can be sometimes subjective and a little controversial, but I think I can deal with it. Happy to be here. -I think you are the right guy. So before we get started in our game, maybe you can tell our audience a little bit about your role and what you do for automation. -Sure, Sarah. So, I have several roles within Accenture. First, I am the offering an asset lead for Intelligent Platform Services. In addition to that, I'm the Global Oracle Business Group lead, and I have the privilege of chairing a couple of committees within Accenture, one of which is the technology assets steering committee, and I also chair the assets and data platform committee on behalf of Accenture. So, very happy to be here, and I think this is right up my alley. -Oh yeah. Okay, it sounds like you've got the creds and you are qualified to be our judge. So, I hinted a little bit at the beginning of the aftershow, and I think this game is going to be pretty fun. So what is the name of the game we're playing today, Phil? -Well, the name of the game is Accenture Automation Asset game. -Okay, I mean that doesn't really sound fun, but tell me how it's going to work. -Oh, it totally is fun. Well, at least for you and I. For the team and the contestants, I'm not so sure. So as you know, we have several platforms within Accenture, and really these platforms are designed to help our clients become intelligent enterprises. And it really, in these platforms, it's about how we differentiate ourselves as Accenture with our clients by really codifying our best thinking on how we deliver our services across Accenture. And these platforms, which are SynOps, myWizard, myConcerto, myIndustry, and myNav, are all designed to help our clients and deliver our services in a much more digital and intelligent way. Now, one of the biggest challenges we have is really being able to explain that to our clients in an easy-to-digest way. So think of it as we need to communicate what each of our platforms do in a way that's easy to understand for laymen or people who are not technologists. -I love it. Well, I'm definitely what I would call maybe not a core technologist at heart, so I think I can also help judge this competition. I also kind of think of it as like when you try to explain to your parents what you do, this is a great way to practice that, don't you think? -I agree, 100%. And that's what brings us to our game now. So, joining us as our top five experts around our platforms, for SynOps, we have Nirav Sampat. And for myWizard, we have Aditi Kulkarni. For myConcerto, we have Corinne Koppel. And for myNav, we have Swati Sharma, and also for

myIndustry, we have Ajoy Menon. So, we are going to kick this off right away. -Okay, but wait a second. I mean, welcome to all of our guests. I mean, Phil, you and I think this game is going to be pretty fun, but Nirav, Aditi, Corinne, Swati, and Ajoy, are you guys excited to be here? Are you thinking this is going to be fun? -Absolutely. -We are very much excited. -We are excited. -Okay, well, we clearly have the right people who are brave enough to do this game, so, Phil, back to you, let's get going. -Okay, well, as I was saying, I will ask each of the contestants to explain their platform in a very clear, simple language that even, I would say, people who are not a part of the technology industry, just people who are off the street, or, you know, your average person could understand. And to make it a little more fun, each of them will get a list of six jargon or buzzwords that they're not allowed to use to explain their platform. -Okay, I love this idea, Phil. I think this is going to be fun. And that sounds like it's going to be challenging, but I think we should make it a little more challenging. Why don't we add like a minute time limit to everyone? What do you think? -I think that's a great idea. Let's do it. -Well, I've got my timer, I've got my buzzer, I am ready to go. Phil, how should we get started? -I think we should start in the order that I introduced the platforms and their owners from. So, why don't we start with SynOps? Nirav? -Yeah, Nirav, you ready? So we've got the words that you can't use. Those words, are you ready? Drill down, impactful, utilize, intelligent, optimize, and secret sauce. I mean, those are a lot of words that we use every day, so this is going to be a challenge. I'm going to start the timer, you're going to have one minute, and I will buzz you if you say any of those words. -Yeah, that's kind of interesting because how can I explain intelligent operations without the word intelligent? -Oh, you can do it, Nirav, you can do it. Okay, go. -So, SynOps is the how part of enabling our operations journey for our clients. What it does, it's a cloud-based platform, and it drives significant efficiencies and business outcomes, such as improved revenue, lower costs, much better customer experiences. It does it by combining the power of the human, machine, data, and insights. What we really do is to automate what we call as MRPT work, which is measurable, repeatable, predictable, and transactional is all automated. And then the human experts are focusing on complex jobs and making better decisions, and in order to make these decisions, we give them a lot of insights generated by our AI and analytics assets. And finally, we've got a command center on top that monitors the performance of the humans machines and helps deliver the outcome that we promised to our clients. This is significantly differentiating and helps us win in the market today. -Wow! I mean, Phil, I had it clocked at 56 seconds. I didn't hear any of the buzzwords, did you? -No, I didn't. I was really disappointed, I wanted to hear that buzzer go off. But wow, that was really well articulated, I think that's excellent. And you know, is it cloud-based, Nirav, as well? -Absolutely. There's nothing these days which is not cloud-based, and we are the leaders. -Excellent. That's fantastic. -Okay, so, Nirav, you've set the bar pretty high. I hope the rest of our contestants are ready. Although, I do really want to use the buzzer, so don't worry, contestants, if you say one of the words, I'm ready. So, Aditi, we can go to you, and you are going to be explaining myWizard, which we've talked about before on our aftershows. So the words that you cannot use is leverage, incentivize, operationalize, intelligent, utilize, and deliverable. Are you ready? -Yes, I'm ready. -Okay, go. -MyWizard is an enterprise automation platform with analytics and AI at the core. It helps organizations reimagine IT by implementing industry-leading automation across end-to-end software engineering, application and infrastructure management lifecycle. So it enables the organizations to drive automation at speed and very high scale. Five key

areas within myWizard, which you will use on your engagements as well, one, myWizard for automation journey helps you benchmark your organization's current automation maturity index, identify the right opportunities, and build a business value-led automation roadmap. Second, myWizard for systems and software engineering helps you hyperdrive your system integration programs by having AI-driven automation across the entire software development lifecycle. Third, myWizard for applications and infrastructure drives self-healing and predictive modern ops automation journey, maximizing system resiliency, efficiency, cost optimization, and minimizing business disruptions. Fourth, myWizard for DevOps, it's a self-service marketplace to provision on-demand multi-cloud infrastructure tools, cartridges, along with code-quality frameworks to automate DevOps setup for your technologies and platforms. And fifth, myWizard for cloud automation accelerates modern engineering in the cloud and makes multi-cloud operations more reliable and predictable. There are many more assets within myWizard. Today, Accenture myWizard capabilities are highly mature with 180 patents used across 9000 engagements, 1800 clients. That has helped our clients achieve 2-8 times speed to market, 40-60% operational cost savings, and 40-50% productivity. -Wow, okay! I mean, I am tracking, I don't think I heard, although, you may have said operational and I didn't buzz you for operationalize. What do you think, Phil? -Well, first of all, I thought that was a very in-depth and compelling value proposition around myWizard. What I didn't hear as much of, which I know is absolutely true about myWizard, it is the delivery platform that a lot of our other platforms leverage for us to be able to do delivery of our services for our clients. So myWizard has the underpinning architecture for delivery and governance around delivery that we're using on all of our existing engagements, and this is something that's being rolled out across the world for all the other platforms as well. -Thank you, Phil. I couldn't use the word deliverable, so I stayed away from delivery. -I didn't have that restriction. -Yeah, Phil, you get to use all the buzzwords when you give the wrap-up, so that works. I might have to start buzzing you, though, Phil, just be careful. Okay, next up, Corinne. Corinne, I really hope you give me something to buzz here because you're going to be describing myConcerto, so your forbidden words are utilize, intelligent, disruption, transformation, and ERP, which those words are going to be hard not to use, so are you ready? -I hope so. It will be hard. I will do my best! Okay, so myConcerto, along with our exceptional teams, are really making a difference in the market. We're winning consistently and delivering clients' outcomes at scale. We're able to engage with our clients at any point in their transformation. (Buzz) In their journey, myConcerto captures the program lifecycle from vision through value delivered. It provides the opportunity to demonstrate our thought leadership, our assets and tools and capabilities across all areas of Accenture. We've teamed with strategy and consulting technology and operations, bringing a more holistic, transformational, (Buzz), okay, revolutionary set of services to our clients, truly one Accenture, and provides the flexibility to navigate to any point in the journey that's relevant to our client, really to meet them where they are. MyConcerto is an intelligent (Buzz), smart, fully digital, integrated platform that will help our clients get the vision right, get the journey right, the solution right, get the delivery right with value realization and continuous innovation at the core. With myConcerto, we're much more agile in how we can ingest new innovation. We're adding artifacts to our platform in hours and days versus months, and due to the digital and virtual nature of myConcerto, we're now able to industrialize the best of one Accenture and deliver outcomes to thousands of clients at scale, and it is powered by myWizard. -Oh, great!

Well, I'm glad that you gave me something to buzz, but Phil, that was a great description, what do you think? -Well, you know, I would be remiss if I didn't add a few comments as the sponsor for myConcerto. And by the way, that doesn't influence me in the judging at all. I just want to let everybody know that. No, myConcerto really brings the best of our thought leadership from an industry and functional perspective connected to our high performance processes with a complete suite of tools to allow us to be able to fully digitalize how we engage with our clients from a selling, solutioning, and a delivery perspective. And as Corinne said, with value realization and continuous innovation at the core. So, very good job, Corinne. I think that was very well articulated, just like everybody so far. -Yeah, this has been good. Okay, Swati, you're up next, and we've talked about myNav, I think, in a couple of aftershows, so hopefully our audience is familiar with it, but I think it always helps to kind of reiterate what myNav is really about. So, you're going to have to explain to us what myNav is, and the words you can't say are going to be intelligent, accelerator, next generation, utilize, business case, and then navigate or navigation. I'm going to buzz you for either of those. So, do you think you're up for the task? -Yeah, absolutely. I'm ready. All right, so myNav helps clients to navigate their complexity of the cloud. (Buzz) -I'm already laughing there, I've got to catch up. Okay, navigate, can't use that one. -Okay, I'll start again. I was just checking, Sarah, you were listening to me. -Okay, I am, I'm here. -All right. So, myNav is really helping our clients to migrate, accelerate their journey in the cloud. (Buzz) -Accelerate. I'm going to get you, even though it's accelerator. -Okay, okay. I take it back, I'll start over again. So, myNav is conceptualized basically to help our clients through their journey into the cloud. What we are trying to help our clients is what it takes for them to build a cloud strategy, what it takes to build them the right cloud solution, what it takes to build the right cloud architecture, what it takes to build the migration plan, and how do we execute that migration plan successfully, and making a run and operations of that cloud in a successful manner. So, these are the core of what myNav when we started a couple of years ago. What we are inducing new in the myNav 2.0, which is up for launch very soon, is we are building a structure around myNav where we are bringing a lot of industry cloud solutions. We also have recently added Green Cloud Advisor, which is to cover the sustainability offering of Accenture, and what we are advising our clients is that moving to cloud is not just going to help you with your cost decisions, with your speed to operate decisions, but it is also going to help you save some carbon emissions scores. So this is the wow factor, which is really taking the cloud journey for our clients to the next level. And I'm very happy to say that here, Sarah, that our clients are really blown away with, they never imagined that moving to cloud can help them save some carbon emissions and can help them achieve their sustainability goals. So I think that is what myNav 2.0 is talking about. And we are also bringing the sovereign cloud solutions where we are helping our clients to understand from a regulatory standpoint what it takes for them to design their cloud strategy and save those regulatory penalties and things like that. So in a nutshell, I would say myNav is going beyond run and operate, and it is also going beyond the usual business of cloud what other players in the market are providing. And it is giving clients really value for the cloud journey. So, for example, a talent advisor is something which we are going to launch very soon where we will be able to help our clients to transform their talent across and along with the cloud transformation journey. I think these are some of the things which we are launching very soon, and I look forward that this is going to take our clients to the next level of their cloud journey and realizing the value for their cloud

investments. -Thank you, Swati. Yeah, so I think you went a little bit past a minute, but I gave you some leeway because I did beep you a few times. -I gave you the opportunity a few times for that. -That was great. Phil, what do you think? -Well, what can I say? I mean that was such an eloquent description of what myNav both is doing today and what it plans in the future. So, fantastic. I have nothing to add. -Okay, alright. So next one, Ajoy, you're up, the last contestant. And you're going to describe for us myIndustry. So the words that you're not going to be allowed to say are synergize, utilize, intelligent, reimagine, or core competency. Are you ready for this? -I'm ready, Sarah, and we should get buzzing. -Okay, I will be ready, and I'm starting the timer. Go! -So, MyIndustry is an intelligent cloud (buzz) platform. -Right off the bat! -Let's get the buzzing out of the way, so let me try to explain it. So, just put it very simply, if you look at the businesses that Accenture serves, all of them have been changing, and COVID probably has accelerated that change. So let me give you some examples. Our retailer is getting used to actually ensuring curbside pickup. Industrial companies looking to sell through digital channels. Our insurance companies looking to settle claims instantly using the web, or a commercial bank is looking to give loans not in days, but in actually minutes. So simply put, myIndustry enables this change to happen for our clients, and very fast. Now, this is complex because of old technology, regulation, just the many years our customers have been in existence, it's not easy. So the way we solve it is to bring assets, accelerators, automation solutions, and our ecosystem partnerships to solve this for a client. And we are with the client throughout this journey, helping them co-create, helping them realize the value, and more importantly, deliver this change. -Okay, that is good. I was watching, but I think you got all your buzzwords out in the beginning. And I don't think we've talked about myIndustry a lot on the aftershow, so that was a great description. Phil, what would you add, anything? -I wouldn't add anything. I would just say he wins for putting it in the most simple, easy to understand way. Didn't get overly technical. It made a lot of sense to me, and I'm sure it did to everybody else, so nice job, Ajoy. That was good. -All of you were very good, and thank you for playing along. I mean, it's not often that you're speaking and then you get buzzed when you're talking, so I do appreciate you being a good sport about that. -Do I get to pick a winner? -Well, I mean, do you think we have to have a winner? It seems like they were all winners. -The winner is Accenture. -Oh, okay. I love it, Phil. I mean, we covered a lot there, Phil, in a very short amount of time. Is there anything you want to add just regarding our automation assets overall? So, we have a really exciting agenda ahead. So, all of these platforms are delivering tremendous value to our clients and really differentiating Accenture in the market. So, I'm very happy to say that in the strategy of the One Accenture, which Julie and the firm is driving, we are now driving a One Accenture Asset architecture for the future. And what that will allow us to do is fully end-to-end be able to integrate all of our major assets and platforms into a common language, a common architecture, a common approach that allows us to fully digitalize Accenture's business end-to-end. Being able to, really, no matter where you are in a client's journey, wherever we are from a services perspective, we can bring it all together very seamlessly for our client and be One Accenture where we can help them not only chart the course of their technology and business transformations, but we can actually execute it in a fully digital way. So we're on this journey right now, it's very exciting, and what will happen is all of our assets, all of our platforms will work together seamlessly, and we'll be able to bring them much easier to our clients and actually differentiate ourselves in the process. So that's what's ahead. Very

excited about it. And everybody that's on this call today has a part to play in that. So, very excited to work with this excellent team. -Yeah. And it is really impressive when you think about all of our automation assets. So, I hope everyone watching took away a little bit about each of those. And the other point I think is really key is learning how to talk about these things in language that our clients can understand and that everyone can understand because it's easy to slip back into that jargon and talk about use those buzzwords. So again, Nirav, Aditi, Corinne, Swati, Ajoy, thanks for playing the game with us today and being good sports. I hope you had some fun. And Phil, thanks for being a fantastic co-host and the judge. I appreciate your involvement in that. -Thank you! I really enjoyed it. And thanks to everybody! -Yeah, thanks to you all. -Thanks, we enjoyed it, too.

Automation Wrap Up

Well, Paul, we're at the end of another TQ Aftershow, and it's time to wrap up. This show, we've covered a lot of information. We talked about automation, what our strategy is, how that aligns to our business strategy, and our purpose. We talked about some really good client examples. We talked about our automation approach, how it connects to AI, and then, of course, we really dug into all of our assets around automation. So before we close, any last thoughts that you want to leave our audience with? -No, it was an amazing episode. And I think, you can see, Sarah, and everybody can see, how broad this topic really is, but it's really fundamental to what we're doing at Accenture and why it's so important to understand. It's fundamental to what's happening in the world right now. We're going through the digital revolution and the technology revolution, and Accenture is at the heart of applying technology, to do things more efficiently, to help people work more effectively, to drive efficiency, and drive these superpowers that we talked about earlier for people. So it's really important for people to understand this, and understand the specifics, like we talked about. How do we help clients automate in their businesses? And I hope everyone learned a lot about our own automation journey and our own assets. You know, myWizard, myNav, myConcerto, myIndustry, SynOps, the tools we talked about, they're central to our strategy, they're central to how we're going to continue to grow our business and grow opportunity for all of us in Accenture. And it's really important for everybody to really understand and kind of embrace this because it's a continual journey, and we're going to continue to invest and do even more exciting and innovative things with automation as we go forward. So it's been a great episode, probably one we'll revisit in future episodes as well, but I think we really covered the topic well this time, Sarah. -Yeah, I agree. And I think everyone now knows that there's a lot more out there to explore, and I think we should wrap the show there. So please, everyone, continue to learn. Go out to our TQ homepage where you can find out a lot more information about automation and all of our assets, and we're going to leave it there. But we'll see you again soon back here at the TQ HQ. "TQ, where would I be without you? TQ, what would I do without you? I always feel like I have my head up in the clouds, now store my data there, my applications are running wild. Oh, TQ."

Automation In Review

What is Automation?

What is automation? Automation is technology that helps streamline a process or procedure. It doesn't have to be computerized. It can be as simple as a thermostat that turns your heat on and off for you. Automation terminology can be confusing, so let's break it down a little. Business process automation, BPA, is the use of technology to automate complex business processes such as accounting, sales or insurance claims. Robotics process automation, RPA, uses technology to automate business process management like emailing a catalog link to someone when they make a payment or putting together parts on an assembly line. When you add AI to automation, you get intelligent automation. So that thermostat doesn't just turn heat on and off, it learns when and how much, saving you time and money. Here's where the rubber literally hits the road. Using intelligent automation, the Ducati racing motorbike accesses data to track and continuously improve its performance. Race engineers view performance data on a mobile dashboard that allows them to experiment with different bike configurations and predict outcomes as they work with the rider in pre-race preparation. Automation for the win!

What does Automation do?

What does intelligent automation do? A lot. Let's start with the basics. We automate processes, usually one of four kinds. First, business and industrial processes. At work, automation can handle routine tasks and areas like finance and accounting, knowledge management, and warehouse management. This lets you focus on more complex and important things like problem solving and strategic planning. Next, IT processes. Automation speeds up software development, software maintenance, and cloud migrations. Home processes. It can help you regulate the thermostat, turn your lights on and off, and keep your floors clean. If you have ever had a Roomba, you've used automation at home. And lastly, transportation processes. We're not just talking about self-driving cars or cruise control. If you've ever used an app to give you directions while you drive, you have used an automated transportation process. The warning lights that come on when it's time to change your oil or check your air pressure are also automation. If your car automatically brakes when it senses an object coming too close, that's automation, too. What do we automate? Processes. When do we automate them? All the time.

Why does Automation matter?

Why does automation matter? It matters because of the tremendous impact it has on our lives and our businesses. To succeed in this environment, people and businesses rely on automation to keep up the pace, simplify their tasks, keep them agile, and lower their costs. The benefits of automation are huge. At the organizational level, automation does many things. It streamlines the organization's processes and provide stable, reliable results. It helps us to understand customers, their preferences, and their behaviors. It drives innovation and improves strategic focus so that highly trained staff are freed from repetitive tasks and instead can devote their time to tasks that require empathy and advanced cognition. And on the process level, automation offers more measurable benefits. It reduces manual errors, shortens recording time, and keeps the

business compliant with laws and regulations. With automation, approvals come faster, and the need for paper-based records disappears. The cycle time for processes speeds up significantly, saving lots of time and labor. These improvements in accuracy, efficiency, and speed can reduce the cost of transaction processing by up to 80%. Robotic process automation is relatively easy to implement, configure, and maintain. And perhaps most of all, automation improves service continuity during difficult times. We saw this clearly when the COVID-19 pandemic struck and the demand for medical products, PPE, and basic household products spiked. Companies that had a strong automation strategy in place were able to continue running critical business processes with minimal disruption while the rest of the world adjusted to the new reality. Automation was successfully used to maintain the supply chain for health care and food products, proving that logistics is the backbone of a functioning society, and that is why automation matters.

How is Automation applied?

How is automation applied? To apply intelligent automation intelligently, start with the people at the heart of the company. Learn about what they do and work with them to define with their processes would look like in an ideal world. Automation gives people a chance to really think about the best way to do things within the context of changes that need to occur in the organization. Then we begin what we call the OPERA approach. OPERA is a three-phase process. First, we optimize the manual processes so they really are being done in the best way. Then, we eradicate any inefficient or out-of-date manual processes. Then, and only then, do we automate the optimized processes, optimize, eradicate, automate. When applying automation, think of a company in layers. Let's start at the outside with the customer-facing layer. Now we'll go a bit deeper and look at the business layer. All businesses have needs and requirements that need to be met. Going a bit further in, there's the application layer. Applications are software that run the processes that meet your business requirements. At the very core is the IT layer where the technological infrastructure you need to run your applications sits. A business process usually affects all layers. So, if you want to automate a group of business processes effectively, you must drill through the layers to the core of the IT systems and existing processes for its implementation. To apply automation appropriately, you'll look at the business layer and identify bottlenecks in your existing processes and prioritize them. Then you can begin to implement the automation in the IT layer so that it will result in a smooth and efficient customer-facing layer. Augment the application layer with digital coworker, app sets for business tasks, and perform the simple ones. Then you make the best of your human talent. Now that they are freed from the repetitive, mundane tasks, they can focus on more imaginative, complex, and productive work.

How does Automation work?

How does automation work? Quietly and behind the scenes. You probably run into the benefits of automation every day without even realizing it. Let's watch as Marco runs into it and a few other things. Oh, yikes! It looks like this is not Marco's day. Helen's insurer is automated, but Marco's is not. Let's see how quickly they each get things sorted after their accident. Both Marco and Helen have to tell their insurers basic details about the

accident, when it happened, where it was, and who was involved. Helen takes a picture of his car with her phone and sends it to the company. Marco is not so lucky. He has to wait for a claims investigator to inspect his car. From the photos she submitted, the automated bot at Helen's insurer immediately starts evaluating and estimating the damage to her car using an advanced image analysis occupation. Marco is still waiting for the human investigator to get back to him about the damage to his car. The damage to Helen's car is assessed instantly and evaluated against set rules fed into the application. Poor Marco is still waiting at home for the investigator to come and look at his vehicle. When he finally does arrive, he spends an hour looking at his car and taking a ton of pictures before heading back to the office. Within minutes, Helen's simple claim is processed and complete without a claims adjuster. Marco, however, is waiting to hear what his claims adjuster comes up with. Several days later, Marco gets a call from the insurance company approving his claim and offering him a specific dollar amount to pay for the damage to his car. Marco thinks it isn't enough and that the adjuster made a mistake. Helen receives her payment right away. Her entire process from accident to payment is half the time that it takes for Marco to get his payment. Marco still waits and spends even more time arguing with the insurance company about the proper settlement amount. Eventually, he accepts their offer, and a week or two later a check is mailed to his house. Automation, it lets your bad times disappear faster.

What is Accenture's role with Automation?

What is Accenture's role with automation? Accenture has a complete range of intelligent automation technologies, starting with robotic process automation and progressing to the more complex artificial intelligence tools such as virtual agents, natural language understanding, machine learning, computer vision, and advanced analytics. We use the 4S system with clients, simple, seamless, scale, and sustain. First, we simplify automation using a structured framework to assess the client's current maturity, identify the most valuable automation opportunities for them, and create an automated roadmap to meet business priorities. Next, we establish a structured and seamless automation approach that we know works, a platform for building automation apps and a culture that supports and encourages automation. Then, we drive AI-infused automation by designing an approach that can scale up across the business with technological ease. Finally, we sustain and differentiate by continuously innovating across technology, business, and delivery to gain a competitive edge. We stand out because we have created a broad set of platforms that make the implementation of intelligent automation straightforward for our clients. These platforms help us partner with our clients on the journey to becoming an intelligent enterprise. They are myConcerto, myIndustry, myNav, myWizard, and SynOps. Using these five platforms, we help our clients to concentrate on their business goals and build their automation strategy. From there, they can become an intelligent enterprise.

How does Automation combine with other technologies?

Does automation combine with other technologies? Indeed! It combines with almost all of them. Automation has changed the rules of the game, not just for businesses, but for the world. It touches nearly every single

technology we discuss in TQ. Intelligent automation is data-driven, meaning it builds on top of data, specifically good data. Bad data leads to bad outcomes. Algorithms fueled by bad data produce, at best, inaccurate results and at worst biased and harmful outcome. The right data puts the intelligence in intelligent automation. And, of course, automation and artificial intelligence are so intertwined that we can't talk about one without the other. Automation is built on enterprise platforms, and development can be moved to the cloud. In fact, the cloud itself works better when it's automated. Applications for automation are developed using Agile, DevOps methods, and some Agile and DevOps methods can be automated themselves. Automated processes require security just like when they were done manually. Even the simplest robotics often handle sensitive information such as account numbers and personal data. So you see, where you find automation, you will find other TQ technologies as well.

Course author

Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched...

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